

25th August, 2025

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

National Stock Exchange of India Limited
Exchange Plaza, Bandra-Kurla Complex,
Bandra (East), Mumbai – 400 051
NSE symbol: PPLPHARMA

Dear Sir / Madam,

Sub: Sustainability Report of Piramal Pharma Limited ('the Company') for the financial year 2024-25

Please find enclosed herewith a Sustainability Report of the Company for the financial year 2024-25.

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

Request you to please take the above on record.

Yours truly,
For **Piramal Pharma Limited**

Tanya Sanish
Company Secretary
Encl: a/a

Piramal Pharma Limited

CIN: L24297MH2020PLC338592

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

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[piramalpharma.com](https://www.piramalpharma.com)



**Innovating Responsibly.
Growing Sustainably.**

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Reporting Suite 2024-25



Annual Report 2024-25
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About the Report

At Piramal Pharma Limited (PPL, the Company, We, Us, Our), we believe that sustainability is not just measured in metrics, but in the consistency of our commitments and the transparency of our disclosures. Translating our intent into our practice, we are pleased to publish our annual Sustainability Report covering non-financial disclosure from April 1, 2024 to March 31, 2025.

This year, PPL's sustainability journey has been marked by measurable progress, new initiatives and a deepened commitment to sustainability objectives.

This report highlights PPL's efforts through targeted actions under the Environment, Social and Governance pillars. This year, our directed efforts include transitioning to energy-efficient technologies, renewable energy adoption, embracing circularity through waste segregation, water conservation, community development programmes focused on education and skill building, along with health, safety and well-being initiatives on-site. This year we also focused on strong policy development to embed ethical business practices and conducted structured risk assessments to ensure and enhance transparency.

This report will help our stakeholders navigate through PPL's journey of translating its ambition into impact.

Reporting Frameworks and Standards

This Report is prepared in accordance with the Global Reporting Initiative (GRI) Universal Standards 2021. It incorporates all nine-disclosure requirements outlined in GRI 1: Foundation, GRI 2: General Disclosures, and GRI 3: Material Topics. Our reporting approach is also aligned with the United Nations Sustainable Development Goals (UN SDGs), ensuring global relevance and accountability.

Reporting Period, Scope and Boundary

For the reporting period FY2025 (April 1, 2024, to March 31, 2025), the scope and boundary of the report covers three business units - Piramal Pharma Solutions (PPS), Piramal Critical Care (PCC) and Piramal Consumer Healthcare (PCH) having development and manufacturing facilities across India, the United Kingdom and North America, which is in line with our consolidated annual financial statements. The Company has its headquarters in Mumbai.

Materiality

The list of material topics has not changed concerning the previous reporting periods unless otherwise specified. The sustainability topics have been identified through comprehensive discussions with stakeholders and a rigorous materiality assessment. This report is designed to communicate The Company's sustainability priorities, targets and objectives, progress so far and the impact created to all relevant stakeholders.

Accountability

PPL's sustainability disclosures align with regulatory and stakeholder expectations. They are reviewed internally and validated by cross-functional teams, ensuring management oversight and assurance.

Contact Us


We at PPL value transparency and open communication. We ensure a continuous dialogue with our stakeholders and encourage them to contact our sustainability spokesperson on ganesh.tripathy@piramal.com or ppl.sustainability@piramal.com for any questions, queries, comments or feedback regarding the disclosures in this report.

Forward-looking Statement

This report contains forward-looking statements relating to the Company's strategies, initiatives, targets and expected performance. Such statements are based on current estimates and assumptions that involve known and unknown risks and uncertainties. Phrases such as "will," "believes," "estimates," "aims," "anticipates," and "plans" are used to indicate such intentions. Actual results may vary. The Company undertakes no responsibility to revise or update forward-looking statements to reflect future developments or new information.

External Assurance

This Report has undergone external assurance by an independent third party to ensure the accuracy, credibility, and reliability of key sustainability disclosures. The report has been assured by DNV Business Assurance India Pvt Ltd. The assurance statement has been annexed to the report.

 [Click here to see the assurance statement](#)

Restatement

There are certain restatements due to change in approach & methodology for the data related to scope 1 and 2 GHG emissions. The effects and reasons have been included under the respective sections in the form of notes. These restatements would enable completeness and comparability of information for the current year and previous year.






To know more about us, explore piramalpharma.com

Innovating Responsibly. Growing Sustainably.

Piramal Pharma remains dedicated in its commitment to advancing scientific innovation with a strong foundation of ethical responsibility and sustainability. We continue to develop complex and high-impact pharmaceutical solutions that address critical healthcare needs, while maintaining rigorous standards of quality, safety, and compliance. As we scale our presence across hospital and consumer healthcare segments, we are integrating environmentally conscious practices and data-driven efficiencies across our operations ensuring that our growth contributes to long-term value creation for patients, stakeholders, and the broader ecosystem.



Notable Achievements

Business Resilience

30%
Women Representation on Board

Zero
Cases of Data Breaches

30%
Of Critical Suppliers by value Targeted for the Supplier Capacity Building Programme by FY2026

26.51%
Of Critical Suppliers Assessed on Sustainability Criteria

Quality and Excellence

36
Successful Regulatory Inspections

2
Successful USFDA Inspections

165
Successful Customer Audits

17
KPI Dashboards to Digitalise Governance

Responsible Operations

3%
Lower overall GHG Emission

Zero
Hazardous Waste to Landfill

2,000+
Saplings Planted

7.8%
Increase in Renewable Energy Component compared to previous year

Stakeholder Centricity

20%
Of the Global Workforce are Women

100%
Employees Covered under ESG Training

55/100
S&P Global ESG score

85%
PPS Customer Satisfaction Score

87%
PCC Customer Satisfaction Score

65/100
EcoVadis Score (Bronze Medal)

Economic

17%
EBITDA margin and 5x increase in Net Profit

₹91.13 Crore
Profit After Tax

₹5.34 Crore
Spent on CSR Projects

54%
CDMO Revenue from Innovation-related Work

Awards and Accolades



PCH has won two FIPSA (Foundation for Innovative Packaging and Sustainability) awards for excellence in packaging.



PPL Digwal site has won Project of the Year: Carbon Reduction Award at the SolarQuarter State Leadership Awards 2025.



PPL Grangemouth facility has been awarded a Gold Award by RoSPA, UK.



Piramal Pharma Limited was recognized as one of the Best Companies for Women in India (2024) by Avtar & Seramount.



PPL has received the prestigious Express Pharma Excellence Award in the Export Powerhouse – APIs & Intermediates category.



PPL was honoured as ET Now's Best Organisation for Women 2025.

Certifications



Memberships and Commitments



Sustainability Ratings



Leadership Message

At Piramal Pharma, sustainability is not just a goal it's a responsibility we embed in every decision and action. By innovating responsibly and growing sustainably, we are committed to creating lasting value for our business, our communities, and the planet.



At Piramal Pharma Limited, sustainability is a deliberate choice embedded in the way we operate, grow and contribute to the world around us. PPL navigates a range of macro-level challenges that affect its operations, growth trajectory and long-term sustainability. Today, we operate in an increasingly complex environment shaped by climate change, regulatory shifts, and evolving societal expectations. In India, challenges like water stress and infrastructure gaps in select regions further underscore the need for resilience. Meanwhile, growing demand for transparency, ethical conduct, and equitable healthcare access is prompting the pharma industry to align more closely with a purpose-driven approach.

26.51%

Of our critical suppliers assessed on ESG criteria and supported them through capability-building efforts

These shifting dynamics call for a reimagined approach, one that moves beyond short-term responses and embraces sustainability as a strategic imperative. For Piramal Pharma, this means embedding sustainability into core business decisions, not merely as a risk response, but as a lever for long-term value creation.

Our purpose, "Doing Well and Doing Good," continues to guide this journey. It is anchored in four strategic pillars of Business Resilience, Quality and Excellence, Responsible Operations, and Stakeholder Centricity. We have built a strong foundation based on our pillars that is strengthened by collaboration, cross-functional synergy and a clear sustainability roadmap. Every initiative, every metric and every milestone embody our promise to create value for people and the planet.

2.10 Lakh

Kilolitres of freshwater saved

As we present our fourth Sustainability Report, we reflect on the progress made and the path ahead. This year's theme, "Innovating Responsibly. Growing Sustainably." embodies our forward-looking commitment to navigating global complexities with responsibility and care. By integrating sustainability across every function, we are strengthening our operations and creating meaningful impact for communities and the environment.

Over this year, our focus has remained clear: to reduce environmental impact, elevate human potential, build resilient systems, and foster partnerships that amplify long-term value creation. With our Science-Based Targets initiative (SBTi) validated commitments guiding the way, we are working steadily toward our goal of reducing absolute Scope 1 and 2 emissions by 42% and Scope 3 emissions

6%

Reduction in Scope 1 and 2 emissions from previous year

2.7%

Increase in women's representation in global workforce

by 25% by 2030, using 2022 as the baseline. These targets mark a critical step in aligning our decarbonisation strategy with global climate imperatives.

Building on this foundation, we have already made measurable progress. In FY2025, our renewable energy consumption increased by 7.8% over the previous year, with 20.1% of our total energy now sourced from bioenergy. We also achieved a 6% reduction in Scope 1 and 2 emissions from previous year, underscoring our commitment to accelerating climate action in response to growing stakeholder expectations.

We continued to make meaningful progress in resource conservation and circularity. Through an integrated approach combining initiatives like rainwater harvesting, recycling and reuse, during this financial year, we were able to save over 2.10 Lakh kilolitres of freshwater. In parallel, our waste management strategy yielded a major milestone: achieving zero hazardous waste to landfill by diverting waste to co-processing routes. We are also pushing forward on non-hazardous waste, with a target to recycle 90% of it. Our commitment to biodiversity is reflected in green belt development and plantation of over 2000 saplings across sites, maintaining more than 30% green cover in Indian operations.

Assuring Quality, Strengthening Relationships

Operational excellence remained a core focus with customer satisfaction scores reaching 85% in our CDMO business and 87% in hospital generics business. We enhanced product accessibility by leveraging both traditional and digital channels, including our dedicated platform, wellify.in. This expansion was underpinned by a strong quality management framework and our enterprise-wide QuEST programme, which together enabled the successful completion of 36 regulatory inspections, including 02 by the USFDA, and 165 customer audits.



Empowering People, Prioritising Safety

Our employees remain central to our sustainability strategy. Investment in inclusion, safety, and professional development has been our outmost priority. Throughout the year, we pushed for gender equity and inclusivity that reflects through an increase of 2.7% in women's representation in the global workforce. Through programmes like EmpowerHer, and our sensitisation workshops under the umbrella of DIBA (Diversity, Inclusion, Belonging, Accessibility) workshops, over 150+ leaders and managers were engaged in building a culture of inclusion and belonging. On the safety-front transformation projects led to a 45% improvement in Lost Time Injury Rate (LTIR), reinforcing our commitment to building a safer work environment. Driving a cultural change, we also took several initiatives that aimed to embed sustainability within our workforce.

Harnessing Technology for Efficiency and Security

Digital transformation has played a key role in strengthening operational agility. FY2025 marked a pivotal year for Piramal Pharma as we advanced the foundational phase of Catalyst NxGen, our ERP-led transformation initiative. This programme is replacing legacy systems with a next-generation, future-ready ERP platform that enables process excellence, agility, and scalability across all entities.

Creating Impact Beyond Business

Sustainability in our value chain is being driven by responsible procurement practices underpinned by our Sustainable Procurement Policy. As a member of the Pharmaceutical Supply Chain Initiative (PSCI), we assessed 26.51% of our critical suppliers on ESG criteria and supported them through capability-building efforts.

Beyond operations, we remained deeply invested in societal transformation through our CSR efforts, led by the Piramal Foundation. In FY2025, ₹5.34 Crore was directed toward health and education initiatives across 112 aspirational districts impacting 200 Million people.

As we chart our growth across all three-business verticals, we continue to invest in capabilities, technologies, and partnerships that place sustainability at the centre of performance. The support of our stakeholders has been vital in this journey, and we remain deeply committed to delivering shared value that strengthens our business while benefiting people and the planet.

With warm regards,

Nandini Piramal
Chairperson

Peter DeYoung
CEO, Global Pharma

Piramal Pharma Limited in Focus

Founded in March 2020, Piramal Pharma Limited (PPL) is a global pharmaceutical leader with a commercial reach across 100+ countries. PPL is backed by 17 world-class development and manufacturing facilities that provide end-to-end solutions across its diverse offerings.

PPL traces its roots back to Piramal Enterprises Limited (PEL), a pioneer in the pharma sector. The pharma segment was consolidated under PPL as part of a strategic realignment in October 2021.

PPL demerged from PEL and became an independent, publicly listed entity on BSE and NSE on October 19, 2022.

Who We Are

Piramal Pharma Limited offers a portfolio of differentiated products and services through its 17 global development and manufacturing facilities and a global distribution network in over 100 countries. PPL includes Piramal Pharma Solutions (PPS), an integrated Contract Development and Manufacturing Organisation (CDMO); Piramal Critical Care (PCC), a Complex Hospital Generics (CHG) Business; and the Piramal Consumer Healthcare (PCH) Business, selling over-the-counter products. In addition, one of PPL's associate companies, AbbVie Therapeutics India Private Limited, is a JV with AbbVie Inc. and has emerged as one of the market leaders in the ophthalmology therapy area. Further, PPL has a minority investment in Yapan Bio Private Limited. In October 2020, PPL received a 20% strategic growth investment from the Carlyle Group.



Doing Well and Doing Good

Our purpose is rooted in delivering impactful healthcare. It is a commitment that fuels the development of specialised, high-quality therapies and differentiated products that address critical patient needs.

Our Core Values



Knowledge
Expertise
Innovation

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



Care
Trusteeship
Humility

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



Action
Entrepreneurship
Integrity

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



Impact
Performance
Resilience

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

Our Belief System: Our Tenets

Making a positive difference to the health of our patients and customers through our products and services.

Serving our patients, customers, consumers, community, employees, partners, stakeholders, and our planet.

Living our values in our everyday actions, decisions, and conduct at a personal and corporate level.

Our Business Blueprint for Purposeful Impact

Modern diseases demand more than conventional approaches. As healthcare challenges grow more intricate and nuanced, addressing unmet patient needs requires agility, and most importantly, care and trust.

PPL provides a wide range of healthcare and well-being solutions across the pharmaceutical business value chain.

Piramal Pharma Limited's operations span three key verticals:

Piramal Pharma Solutions (PPS)

A globally integrated Contract Development and Manufacturing Organisation (CDMO) supporting pharmaceutical innovation and delivery.

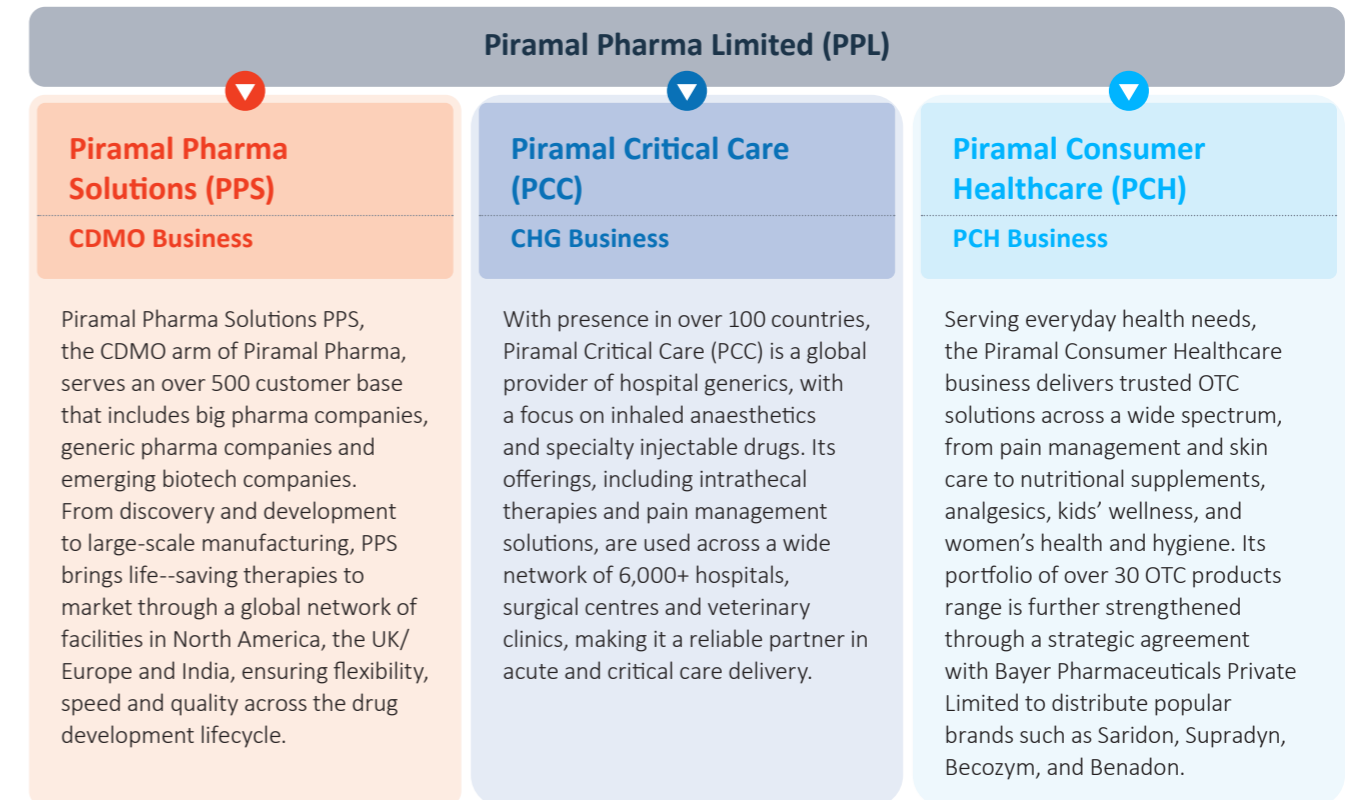
Piramal Critical Care (PCC)

Focused on Complex Hospital Generics (CHG Business), serving critical care needs worldwide.

Piramal Consumer Healthcare (PCH)

Leading provider of over-the-counter wellness and healthcare products in India.

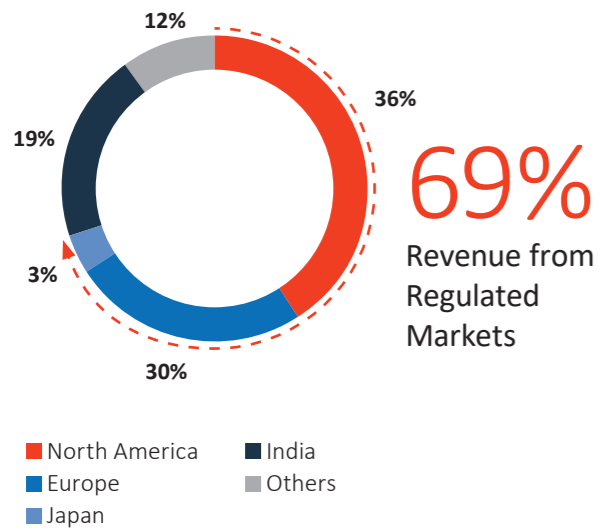
PPL also holds a strategic 33.33% equity stake in Yapan Bio, expanding its footprint into the biologics, bio-therapeutics, and vaccine segments.



Global Presence

PPL continues to leverage global growth opportunities through its network of 17 advanced manufacturing facilities that are strategically located across North America, Europe, and India. Our global footprint enhances our export efficiency and supports quick responses to the ever-evolving customer requirements worldwide.

Revenue Share by Geography



¹ Through our minority investment in Yapan Bio

Business Performance

FY2025 marked a period of steady and resilient growth for Piramal Pharma Limited (PPL), with total revenue reaching ₹9,151.18 Crores an 11.99% year-on-year increase driven by healthy momentum across all three-business segments: PPS, PCH, and PCC. The CDMO business was a key growth driver, contributing 59% of the total revenue. Profitability also improved significantly, with the EBITDA

margin rising to 17.26% from 17% in the previous year, supported by higher volumes, better operating leverage, and a disciplined focus on cost efficiency and operational excellence. PPL successfully navigated external challenges while expanding its global footprint, operating 17 manufacturing facilities worldwide and maintaining a commercial presence in over 100 countries. The Company's market capitalisation grew by 75%

to ₹29,796 Crores, and net debt to EBITDA improved substantially from 5.6 to 2.7. Throughout the year, PPL actively monitored climate-related risks and opportunities, with no significant impacts on operations, revenues, or expenditures, underscoring the strength of its resilient business model in a complex global environment.

₹9,151 Crore

Revenue from Operations
↑11.99% YoY

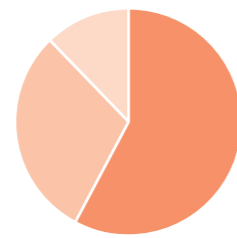
₹91.13 Crore

Net Profit
↑5x YoY

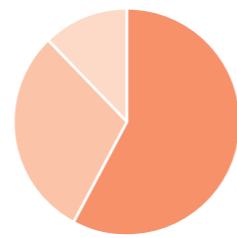
₹29,796 Crore

Market capitalisation

Business-wise Revenue Highlights



FY2025	(%)
PPS	59
PCC	29
PCH	12



FY2024	(%)
PPS	58
PCC	30
PCH	12

Financial Performance

Owing to a rapid growth in population, enhanced healthcare accessibility, and improved affordability, the pharmaceutical sector is positioned for consistent growth, underpinned by steady financial performance driven by innovation and global market expansion.

Economic Value Generated

	FY2025 (₹ in Cr)	FY2024 (₹ in Cr)
Revenue from operations	9,151.18	8,171.16
Operating cost	3,231.65	2,954.00
EBITDA	1,579.64	1,371.65
Net profit	91.13	17.82
Interest payment to providers of credit	438.40	461.78
Payment to government (taxes)	334.36	156.84
Employee wages and benefits	2,307.47	2,029.50
CSR expenditure	5.34	5.28



Sustainability is interwoven with our business strategy and is integrated into every aspect of our operations. Our commitment ensures that while we advance healthcare, we also preserve environmental and social value for the future."

Vivek Valsaraj
Executive Director and Chief Financial Officer



Business Strategy

Responsible growth demands ambition, and fulfilling it requires an actionable pathway that ensures every step of the journey respects people and the planet.

Guided by a strong sustainability framework, PPL is committed to integrating ethical, environmental and social priorities into every part of the business. Conducting business responsibly, PPL focuses on minimising sustainability risks and impacts to achieve long-term sustainability.

The Sustainability framework is centred on four key pillars: **Business Resilience, Quality and Excellence, Responsible Operations, and Stakeholder Centricity.**



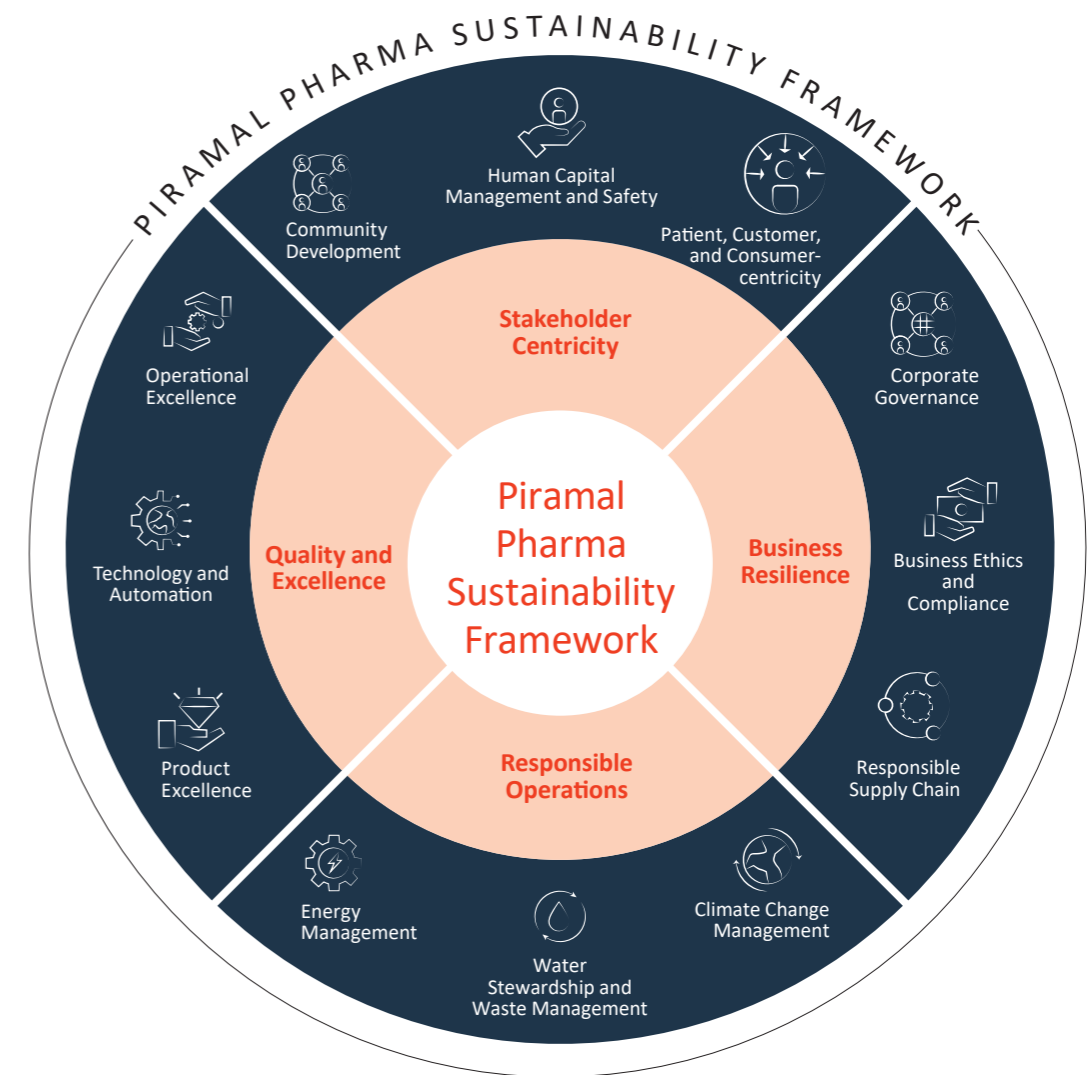
Superior products and sustainable practices are not competing priorities—they are two sides of the same coin. Our journey proves that choosing sustainability does not mean settling for less; it means striving for better, both for the consumers as well as for our environment."

Sai Ponugoti
CEO – Piramal Consumer Healthcare



Sustainability Purpose
Operating Responsibly. Growing Sustainably.

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



Our Sustainability Strategy

At the foundation are four strategic pillars, forming a strong base for 12 key sustainability focus areas.

Our 12 focus areas addresses 28 material topics picked by our stakeholders via comprehensive deliberations and considerations. Taking a granular approach, the material topics are broken down into over 50 specific targets that

are a means to map the progress in a time-bound manner.

The oversight for these initiatives and targets is under the Sustainability and Risk Management Committee led by the Chairperson. This Committee oversees and monitors performance against set targets.

Through this framework, PPL strengthens its ability to meet its sustainability commitments and deliver tangible or measurable outcomes across its operations.

Stakeholder Engagement and Materiality Assessment

Stakeholder engagement plays an integral role in enhancing operational efficiency and delivering long-term value. PPL prioritises engagement and collaboration with all stakeholders across the value chain. Through structured materiality assessments,

stakeholders actively contribute to defining sustainability priorities and setting organisational goals.

Key internal and external stakeholders are identified based on their potential to influence or be impacted by business operations, ensuring that

the Company's sustainability efforts remain inclusive, relevant, and forward-looking. PPL always aims to strengthen transparency, trust, and alignment between business practices and stakeholder expectations through this exercise.

The engagement with stakeholders happens through a variety of mechanisms tailored to the level of mutual influence, ensuring ongoing dialogue. Regular communication occurs via multiple channels, including

meetings, surveys, digital platforms and forums, allowing the Company to understand and respond to stakeholder concerns effectively. These interactions help make informed decisions, shape sustainability priorities and foster

accountability across the value chain. This structured approach enables PPL to build strong, long-term relationships with stakeholders.

Investors and Shareholders 	Government and Regulators 	Employees 	Patients and Customers 	Industry, Organisations, and NGOs 	Community 
Not Identified as Vulnerable and Marginalised Group	Not Identified as Vulnerable and Marginalised Group	Not Identified as Vulnerable and Marginalised Group	Not Identified as Vulnerable and Marginalised Group	Not Identified as Vulnerable and Marginalised Group	Identified as Vulnerable and Marginalised Group
Channels of Communication <ul style="list-style-type: none"> Investor calls Investor presentations Conferences One-on-one meetings Annual reports Press releases Company website 	Channels of Communication <ul style="list-style-type: none"> Legal filings Industry representations Forums 	Channels of Communication <ul style="list-style-type: none"> Online surveys Townhalls Newsletters Policies Training and development 	Channels of Communication <ul style="list-style-type: none"> Surveys Web portals Performance review Meetings Customer meetings Audits 	Channels of Communication <ul style="list-style-type: none"> Industry forums 	Channels of Communication <ul style="list-style-type: none"> CSR projects Employee social impact Awareness programmes
Frequency of Engagement <ul style="list-style-type: none"> Monthly Quarterly Half Yearly Annually 	Frequency of Engagement <ul style="list-style-type: none"> Quarterly Annually 	Frequency of Engagement <ul style="list-style-type: none"> Monthly Quarterly Half Yearly 	Frequency of Engagement <ul style="list-style-type: none"> Monthly Half Yearly Annually 	Frequency of Engagement <ul style="list-style-type: none"> Need-based 	Frequency of Engagement <ul style="list-style-type: none"> Continuous Need-based Annually
Purpose and Scope of Engagement <ul style="list-style-type: none"> Financial performance Responsible investment Ethical business conduct Long-term business growth Risk management Corporate governance Brand management 	Purpose and Scope of Engagement <ul style="list-style-type: none"> Regulatory compliance Participation in public policy Corporate governance Disclosures 	Purpose and Scope of Engagement <ul style="list-style-type: none"> Environment, health, and safety Training and learning Career progression Growth opportunities Recognition Job security Fair remuneration Diverse, inclusive, and enabling work culture Work-life balance 	Purpose and Scope of Engagement <ul style="list-style-type: none"> Accessibility and affordability of healthcare Product quality and safety Data privacy and security Value added services Patient and customer experience Supply chain management 	Purpose and Scope of Engagement <ul style="list-style-type: none"> Partnership for CSR project implementation 	Purpose and Scope of Engagement <ul style="list-style-type: none"> Contributions for community welfare Adherence to community expectations and needs

Materiality Assessment

In FY2022, a comprehensive materiality exercise was conducted, focusing on areas such as environment, people, human rights, supply chain, governance, community, and economy. The top material issues and relevant strategies addressing the same are part of our enterprise risk management. Key stakeholder groups, including top leadership, senior management, employees, customers, investors, and supply chain partners were actively engaged to capture their diverse perspectives.

The materiality assessment process has been verified by a third-party assurance provider. The outcome of the exercise was instrumental in aligning the Company's business strategy, strategic objectives, and long-term plans. The materiality assessment results of the Company were signed off by the Board of Directors. We are currently in the process of aligning our materiality assessment to the principles of double materiality.

Our Assessment Process Setting the Boundary of Our Exercise

We began by developing a high-level understanding of our organisation's context, including our activities, business relationships, stakeholders, and the broader sustainability landscape in which we operate. We assessed all entities we control or influence, including PPS (Piramal Pharma Solutions), PCH (Piramal Consumer Health), and PCC (Piramal Critical Care). To do this effectively, we involved cross-functional teams such as HR, legal, communications, quality, supply chain and logistics, investor relations, operations and R&D.

Additionally, we also evaluated our relationships across the value chain, from direct partners to suppliers. Stakeholders identified during our process were also part of this exercise and were engaged meaningfully in order to understand their perspectives and concerns.

Identifying Impacts, Risks, and Opportunities

We identified both actual and potential impacts of our operations and business relationships on the economy, environment and people, including human rights. To identify these impacts, we used both internal and external sources of information, including management system audit reports, reviews, etc and discussions with our key external stakeholders. These impacts were further categorised into negative and positive impacts for the short, medium and long-term.

Prioritising the Impacts

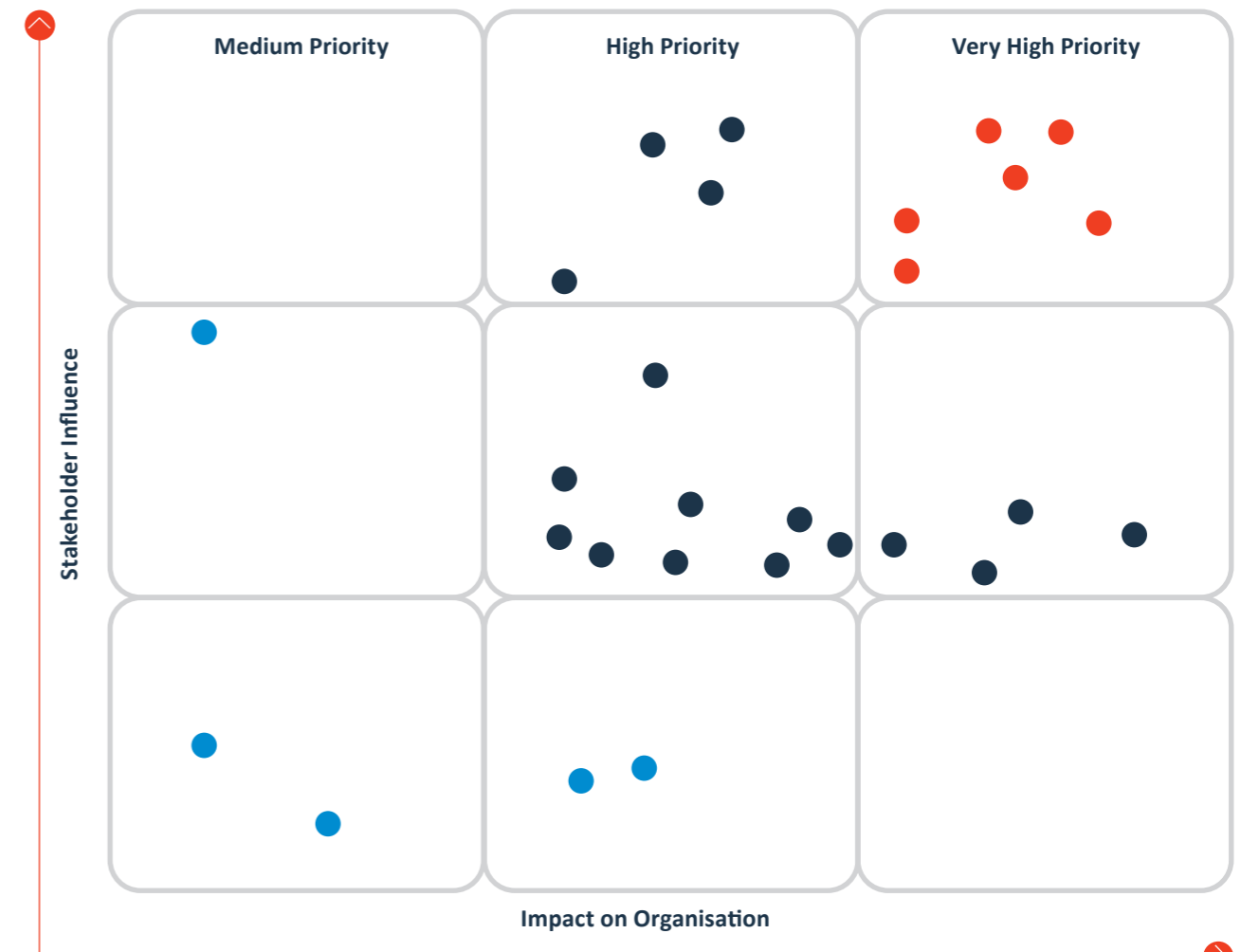
In this step, we assessed the significance of the identified actual and potential impacts. For negative impacts, we evaluated their severity based on the scale, scope, and how hard they are to remedy and their likelihood of occurrence in case of potential impacts. For positive impacts, we assess how beneficial and widespread they are, and how likely they are to occur. This structured prioritisation helped us to act upon areas where our influence is most significant.



Lexington, USA

Materiality Matrix

Based on the comprehensive materiality assessment, a materiality matrix was developed. Material topics were categorised into very high, high, and medium priority levels, allowing the Company to strategically adjust its corporate focus. The Company mapped these material topics and their associated functions to ensure a meaningful contribution to the relevant United Nations Sustainable Development Goals (UN SDGs).



List of Material Issues

- Business ethics
- Data privacy and data security
- Financial performance
- Patient, customer and consumer centricity
- Product quality and safety
- Regulatory compliance
- Accessibility and affordability
- Asset integrity
- Business continuity and disaster resilience
- Climate action/Climate change
- Corporate governance
- Employee health and safety
- Energy management
- Human capital development
- Operational excellence
- Product sustainability/Stewardship
- R&D and innovation
- Responsible investment (CapEx)
- Risk and opportunity management
- Stakeholder relationship
- Supply chain management
- Technology adoption
- Water and waste management
- Emissions and air quality
- Community development
- Ecosystem and biodiversity
- Human rights
- Product tracking

For more information on our Stakeholder Engagement and Materiality Assessment <https://www.piramalpharma.com/sustainability>



Every decision we make is guided by sustainability. In Mergers and Acquisition, it serves as a vital screening tool, helping us pursue opportunities that align with our values and long-term vision."

Jatin Lal
President – Mergers and Acquisition

BUSINESS RESILIENCE



We remain dedicated to enhancing business resilience by upholding strong governance, ethical conduct, and responsible supply chain management. Our priorities include expanding independent directorship, promoting women in leadership roles, investing in workforce development, and driving sustainability initiatives in alignment with multiple UN Sustainable Development Goals (SDGs).

Focus Areas

Corporate Governance

- 100% of Board members participated in sessions focused on Sustainability, Compliance, and Risk Management.
- 100% of security personnel have received formal training in the organisation's human rights policies.

Business Ethics and Compliance

- Zero Trust architecture implemented for all Global Production Systems.
- Zero identified leaks, thefts, or losses of customer data.

Responsible Supply Chain

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

50%

Independent Directors on Board

30%

Women Representation on Board

11.5%

Women in Senior Leadership Roles

100%

Workforce Trained on Code of Conduct

Zero

Corruption Incidents Reported

UN SDGs Impacted



Business Resilience

Corporate Governance

Ethics, integrity, and transparency form the foundation of our business conduct at PPL. With effective management controls to drive long-term value creation, our governance approach reflects the core values of Knowledge, Action, Care, and Impact. These are upheld by an esteemed and driven Board of Directors. Corporate governance at PPL is viewed as a dynamic journey, central to advancing sustainability and stakeholder trust.

Shaping Strategic Direction

PPL's Board of Directors is composed of distinguished professionals with rich expertise spanning Corporate Management, Science and Innovation, Pharmaceuticals, Public Health and Policy, Banking and Finance, Economics, Technology, Risk Management, Governance and Entrepreneurship, Human Resources, Sustainability & ESG and more.

The Board operates in full compliance with SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the Companies Act, 2013, and all other applicable laws. The Company has received independence statement from its Independent Directors. The Company is listed on the BSE Limited and the National Stock Exchange of India Limited. As on March 31, 2025, the Company's Board was comprised of 10 Directors and

was in conformity with Regulation 17(1) of the SEBI Listing Regulations and other applicable regulatory requirements. 50% of the Company's Board was comprised of Independent Directors as on March 31, 2025. Company has 7 non-executive/Independent directors with 4 or fewer other mandates as on March 31, 2025.



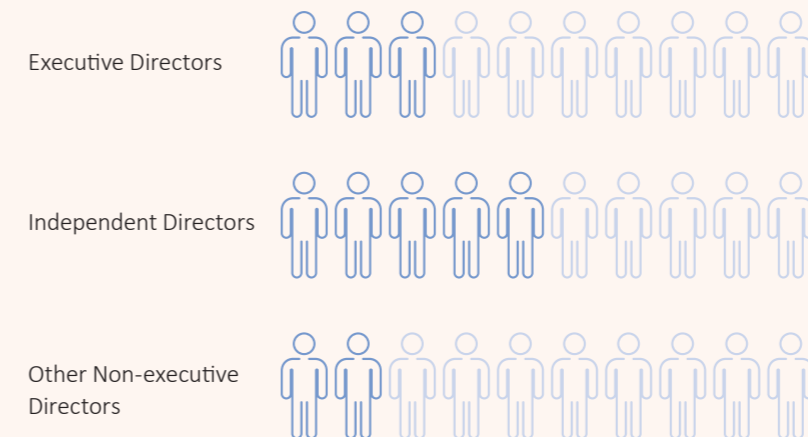
At Piramal Pharma, sustainability is central to how we operate. We are committed to responsible growth that protects the environment, supports communities, and upholds the highest standards of governance."

Sandeep Rathod
Senior Vice President – Legal and Compliance



The Company has a one-tier governance system.

Number of Members (as on March 31, 2025)



Executive Directors have a tenure of 3 years, while Independent Directors serve for 5 years. Non-Executive Board Members retire by rotation on a yearly basis, with re-appointments proposed in accordance with the Companies Act, 2013.

Playing a pivotal role in defining the Company's vision, strategic priorities,

and performance oversight, the Board is actively involved in aligning operations with overarching business goals and objectives. Climate change has been identified as a long-term risk, and the Board proactively ensures that business plans align with PPL's sustainability commitments. It actively contributes to the development of key company

policies and mandates strict adherence for responsible and ethical operations.

In FY2025, the Board met five times, with meetings scheduled in advance and agenda items shared at least seven days prior. The average attendance for meetings was 88%.

The Company recognises gender diversity as a significant aspect of diversity and acknowledges the role that women with the right skills and experience play in contributing to decision-making. Diversity and inclusion are embedded in our core values, and our Board excels in these core values by setting an example. The Company has included its commitment to Board diversity in its publicly available ESG policy under the 'Policies, Code & Compliances' tab at <https://www.piramalpharma.com/corporate-governance>. Notably, the Board includes 30% women members, including the Chairperson, exceeding the statutory requirement of having at least one woman on the Board (As per SEBI Listing Regulations, top 1,000 listed companies are required to have at least one Independent Women Director on the Board).

Board of Directors



1 Ms. Nandini Piramal

Executive Director, Chairperson

SRMC SRC NRC CSRC

2 Mr. Peter DeYoung

Executive Director, CEO, Global Pharma

3 Mr. Vivek Valsaraj

Executive Director, Chief Financial Officer (CFO)

SRC CSRC

4 Mr. S. Ramadorai

Non-executive, Independent Director

NRC AC

5 Mr. Peter Stevenson

Non-executive, Independent Director

6 Mr. Jairaj Purandare

Non-executive, Independent Director

AC CSRC NRC SRMC

7 Ms. Vibha Paul Rishi

Non-executive, Independent Director

SRC NRC SRMC

8 Mr. Sridhar Gorthi

Non-Executive, Independent Director

AC SRMC

9 Mr. Neeraj Bharadwaj¹

Non-executive Director

SRMC

10 Ms. Nathalie Leitch

Non-executive Director

Committees

- AC Audit Committee
- NRC Nomination and Remuneration Committee
- SRC Stakeholders Relationship Committee
- CSRC Corporate Social Responsibility Committee
- SRMC Sustainability and Risk Management Committee

- Chairman | Chairperson
- Member

¹ Mr. Neeraj Bharadwaj resigned from the position of Non-Executive Director of the Company on May 14, 2025, with immediate effect. Mr. Amit Jain was appointed as a representative nominated in his place, by CA Alchemy Investments, shareholder of the Company, with effect from May 14, 2025.

Business Resilience

PPL'S Board Committees

To ensure effective governance and oversight, PPL has constituted multiple Board-level committees, each dedicated to specific functional areas. These committees operate within clearly defined scope and are aligned with applicable regulatory framework. These committees are empowered to make informed decisions or provide valuable recommendations within their delegated authority. Outcomes from these committees are presented to the Board for review, discussion, and approval, thereby facilitating transparent and well-informed decision-making.

Audit Committee

Responsible for overseeing the financial reporting process, disclosure of financial information, adequacy of internal control systems, and risk management framework. The committee also ensures accurate and transparent financial records and compliance with regulations and liaises with external auditors to uphold independence and objectivity.

Corporate Social Responsibility (CSR) Committee

Formulates and monitors the Company's CSR policy to ensure alignment with its core values and long-term vision. It evaluates the effectiveness of CSR initiatives, oversees implementation, engages with relevant stakeholders, and ensures appropriate allocation and utilisation of CSR funds.

Nomination and Remuneration Committee

The Nomination and Remuneration Committee oversees the remuneration policies, Board diversity and independence criteria as per Section 149(6) of The Companies Act, 2013. It evaluates Director Appointments, oversees performance evaluations, and ensures transparent and fair remuneration aligned with the Company's goals.

Stakeholders Relationship Committee

The Stakeholders Relationship Committee reviews shareholder grievances to ensure efficient investor services. It monitors communication with shareholders, oversees the registrar and transfer agents, and addresses shares-related issues.

Sustainability Governance

PPL has instituted a statutory Sustainability and Risk Management Committee, chaired by the Company's Chairperson, to steer its sustainability vision and oversee performance. This committee plays a central role in formulating and implementing the sustainability strategy in alignment with the UN Sustainable Development Goals (SDGs) and global standards. It actively monitors progress against sustainability targets, assesses business risks and opportunities arising from ESG factors, and ensures their integration into the Company's Enterprise Risk Management (ERM) framework.

The committee conducts biannual reviews, evaluates PPL's performance on external ESG ratings and indices, and guides continuous improvement. It also approves sustainability strategies concerning material topics (risks and impact related to economic, environmental and social aspects), sustainability information being reported, and facilitates stakeholder engagement on relevant issues. By staying abreast of emerging sustainability trends, the committee enhances the Company's resilience and capacity to respond to evolving risks and opportunities. PPL's ESG Policy serves as a foundational commitment, guiding the broader sustainability framework.

Shaping Responsible Business Practices

Our policies are designed to ensure sustainability, ethical governance, and community upliftment, forming the backbone of long-term stakeholder value creation. All statutory policies are reviewed and approved by the Board or its delegated committees, ensuring collective decision-making and accountability. These policies apply to all internal stakeholders and are regularly updated to align with evolving best practices and compliance obligations. The policies approved by the Board offer a clear policy framework and empower management with guidance for ethical and strategic decision-making.

Key policies include:

- Anti-corruption and Anti-bribery Policy
- Code of Conduct and Ethics
- Corporate Social Responsibility (CSR) Policy
- Environmental, Social, and Governance (ESG) Policy
- Environmental, Health, and Safety (EHS) Policy
- Global Diversity, Inclusion, Belonging & Accessibility (DIBA) Guidelines
- Global Human Rights Statement
- Risk Management Policy
- Vigil Mechanism and Whistle Blower Policy

These policies are publicly accessible under the 'Policies, Code & Compliances' tab at <https://www.piramalpharma.com/corporate-governance>.

Nomination and Remuneration Process of the Board

PPL has established a comprehensive Remuneration Policy for Directors, Key Managerial Personnel and other employees. This policy outlines fixed components (basic salary, allowances, perks, and retirement benefits) and variable pay structures. The variable pay of executive director is determined by strategic initiatives taken and implemented, their respective roles in the organisation, the fulfilment of their responsibilities and the performance of the Company. Non-executive Directors receive compensation, including sitting



fees for meeting participation and a commission based on a percentage of net profits, subject to shareholder approval and compliance with relevant statutory requirements. The Nomination and Remuneration Committee regularly reviews and updates these policies to

ensure relevance. In FY2025, the pay ratio between the highest-paid individual and the median employee was 73.03:1. The top earners' compensation increased by 15.72%, while the median employee saw a 3.01% increase.

Employee to CEO pay Ratio

CEO Compensation	Total CEO Compensation
Total annual compensation of the Chief Executive Officer	₹ 490.64 Lakh
Annual median compensation of all employees, except the Chief Executive Officer	₹ 6,71,856
The ratio of the CEO's total annual compensation to the median annual compensation of employees	73.03:1

The Board has approved a Nomination Policy which lays down the framework for selection and appointment of Directors and Senior Management and for determining their qualifications, positive attributes and independence, including other matters as provided under Section 178(3) of the Companies Act, 2013.

Self-Appraisal of the Board

The Nomination and Remuneration Committee conducts regular self-assessments of the Board following SEBI LODR guidelines. In FY2025,

100% of Board members participated in sessions focused on sustainability, compliance, and risk management. Independent Directors undergo a dedicated familiarisation Programme covering business strategy, industry shifts, regulatory updates, and more. This year's training addressed impact of industry and macro-economic scenario, peer performance reviews, budget discussions, updates on business operations and performance, regulatory updates and risk assessment.

Sustainability Governance Structure

Board Governance

Oversight of the sustainability framework is by the Sustainability and Risk Management Committee (a Board Committee), chaired by the Chairperson of the Board.

Provides strategic direction and oversight on sustainability matters. Ensures and oversees due diligence processes to mitigate the organisation's impacts on the economy, environment and people.

Ensures alignment of sustainability initiatives with the Company's strategy and goals.

Management-level Governance

The Pharma Executive Council (PEC) and respective Business Executive Committee (EXCOM) meet the Board periodically to appraise sustainability performance.

Implements Board-approved sustainability strategies and policies; monitors sustainability performance.

Engages with stakeholders to address sustainability concerns and opportunities.

Working Group

Guides policy development.

Executes specific sustainability initiatives and conducts detailed assessments and data collection on sustainability metrics.

Provides regular updates and recommendations to the management.

Business Ethics and Compliance

At PPL, compliance is a core responsibility integrated across all levels of operation. The Company maintains a rigorous compliance framework that enforces adherence to laws and internal standards at all facilities and across the value chain. A strong ethical foundation guides all business decisions, with oversight extending from the Board to every employee and partner.

PPL's compliance framework is designed to ensure rigorous adherence to applicable laws, regulations, and internal standards across all operations and partnerships. At the core of this framework is a robust Code of Conduct tailored for Directors and senior management. The Code reflects PPL's commitment to the highest standards of integrity, honesty, and ethical behaviour. It promotes professional conduct, prevents conflicts of interest, safeguards confidentiality, and ensures full regulatory compliance in all decision-making processes.

Code of Conduct and Ethical Guidelines

PPL's Code of Conduct outlines expectations for ethical behaviour, covering areas such as conflict of interest, anti-bribery and anti-corruption, asset protection, animal welfare, product quality, responsible sourcing of minerals, and fair competition.

All employees are encouraged to report unethical behaviour or compliance concerns via the anonymous 'SpeakUp' hotline.

The company is guided by a strong Code of Conduct and Ethical Guidelines, with a Zero Tolerance Policy toward corruption, bribery, and related practices. The risk assessments across 100% of our operations along with the anti-corruption measures are embedded in PPL's governance and internal control systems. No significant corruption related risk were identified.

Key Highlights of our Policy

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

During the reporting period, no legal actions were pending or completed against the company related to anti-competitive behaviour, anti-trust, or monopoly practices. The company remains committed to fair competition and adheres to all applicable competition laws and regulations. In FY2025, 6 instances of non-compliance led to penalties. Otherwise, there were no major disciplinary actions involving Directors, key managerial personnel, or employees.

Whistleblower Protection and Reporting

PPL's Whistleblower Policy provides a confidential and secure platform, the 'SpeakUp' portal for reporting fraud, misconduct or ethical violations. The Company has a clearly defined whistleblowing mechanism overseen by dedicated personnel or departments, with reporting channels managed by an independent third party to ensure impartiality. Whistleblowers can report concerns anonymously, with strict confidentiality maintained throughout the process. Retaliation against

whistleblowers is not tolerated under any circumstances. Regular training is provided to familiarise employees with the use of the reporting channel, and all reported breaches are investigated through a transparent and structured process. The outcomes are reviewed by senior management and the Chairperson of the Audit Committee to ensure transparency and accountability.

Grievances Redressal

The Company maintains a strong internal grievance redressal mechanism. All grievances are addressed in line with the Code of Conduct, with disciplinary



or corrective actions recommended to management as needed. Internal Complaints Committees (ICCs) are established at all sites in compliance with the POSH Act to ensure the timely and fair resolution of sexual harassment cases. In FY2025, 4 such complaints were received and were resolved with utmost care and as per the stipulated procedures.

Additionally, any concerns related to the leak of Unpublished Price Sensitive Information (UPS) are directed to the Compliance Officer by the Company's fair disclosure practices.

Anti-bribery and Anti-corruption Measures

The Company has instituted robust anti-bribery protocols with a zero-tolerance policy. These guidelines help prevent, detect, and address potential corruption risks, ensuring full compliance with applicable anti-corruption laws. Internal control systems continuously monitor adherence to ethical practices in operations and business relationships.

Key Highlights of our Policy

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

charitable donations, and political contributions

- We conduct mandatory training for employees to recognise and prevent corrupt practices

PPL conducts mandatory training for all employees and management on business ethics, covering topics like anti-corruption, conflict of interest, competitive practices, and the Code of Conduct. Training coverage in FY2025 reached 100% of employees, reinforcing a culture of ethics and accountability.

Reporting on Breaches

Reporting Areas	Number of Breaches in FY2025
Corruption or Bribery	0
Discrimination or Harassment	0
Customer Privacy Data	0
Conflicts of Interest	0
Money Laundering	0



"We haven't inherited the planet from our ancestors but borrowed it from our children. Sustainability is not just an existential need, but a fundamental civilisational responsibility"

Debashish Chakravorty
Executive Vice President, India and UK formulations

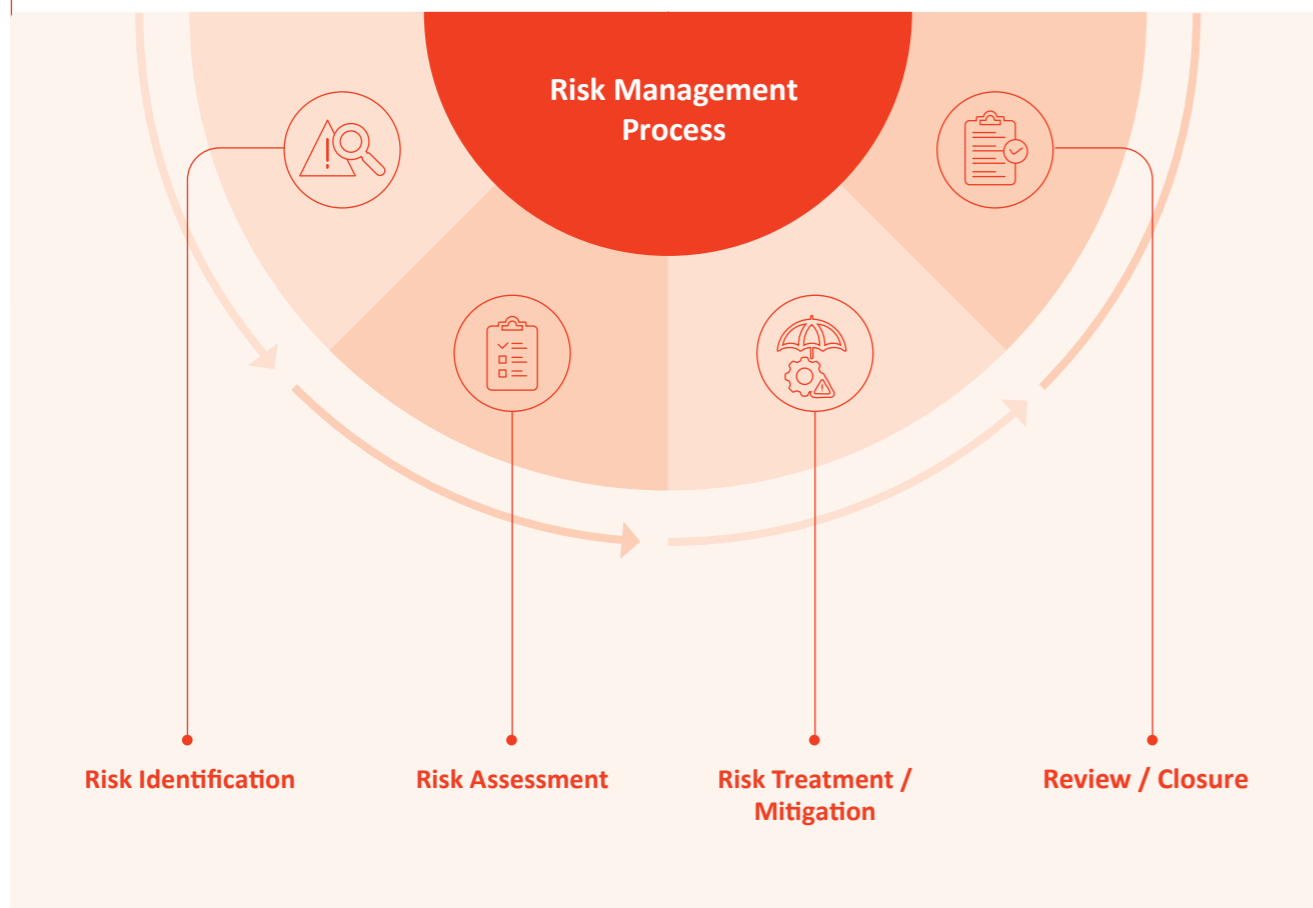
Enterprise Risk Management

At PPL, we have an independent Enterprise Risk Management (ERM) function that focuses on identifying and managing key business, operational, and strategic risks to ensure business sustainability and growth.

We have a comprehensive risk management framework comprising the risk management committee, risk management policy, and risk management process that are intended to enable us to adopt a defined process for managing the risks on an ongoing basis. An important purpose of this framework is to implement a structured risk management system, which establishes a common understanding, language and methodology for identifying, assessing, responding, monitoring and reporting risks, which provides management and the Board with the assurance that the key risks are being properly identified and effectively managed.

Risk Management Process

Our enterprise risk management process is designed to identify, evaluate, handle, and mitigate risks across all levels of the organisation. This structured approach to risk management supports proactive decision-making. It is essential for our ability to manage uncertainties and align with our long-term strategic objectives, and involves the following key activities:



Risk Identification

Risk identification process involves identifying risks for assessment, evaluation and determination of appropriate action plans. We use a diverse set of tools and methodologies to identify new and emerging risks. These include:

- Structured workshops
- Brainstorming sessions
- Interviews by risk coordinator
- Review of loss events
- Review of documents (such as strategy documents, business reports, etc.)

We utilise both top-down and bottom-up approaches to identify risks. We assess risks at site level, material subsidiary level and at the enterprise level, and these risks are documented in the respective risk registers, which are maintained by the corresponding risk coordinators. These risk registers are refreshed annually, and on need basis, and their findings are presented to the Risk Management Committee on a half yearly basis.



Risk Assessment

The identified risks are assessed on two-fold criteria:

- | | |
|---|---|
| 01
Likelihood of the Risk Event | 02
Impact of the Risk on the Business |
|---|---|

Basis the combined scores of likelihood and impact, we undertake a risk prioritisation activity to categorise the risks under High, Medium, and Low categories. Critical risks are then ranked for treatment, and mitigation strategies are prepared accordingly.



Risk Treatment / Mitigation

Multiple treatment options are considered based on the nature of the risk. This can range from risk avoidance, acceptance, and reduction to risk transferring. Tracking of mitigation measures for critical risks is done on a periodic basis to ensure effectiveness and timely adjustments if needed.

Category	Risk Responses
Risk Avoidance	Exiting the activities giving rise to risk and may be resorted to when risk exposure is very high as compared to the expected benefits
Risk Acceptance	No action is taken to mitigate the risk or reduce the likelihood or impact
Risk Reduction	Developing mitigation plans to reduce risk
Risk Transfer	Includes purchasing insurance products, engaging in hedging transactions, or outsourcing an activity



Risk Review / Closure

Regular reviews are conducted to ensure that the mitigation plans remain relevant to the evolving business and regulatory needs. The risk coordinator reviews the risk registers and risk profile of the critical risks every year to ensure the action plans are relevant and on track. The risks that are either mitigated or are not relevant in the current situation are closed after proper approval from the business head and Chief Risk Officer (CRO) to maintain reliability in the risk management process.

Risk Governance

We established a three-tier risk governance structure for effective oversight of the risk management process. Leading the structure is our Board of Directors, responsible for reviewing and approving the risk management process and policy as well as providing guidance to the executive management. At the second level is the Sustainability and Risk Management Committee (SRMC) which oversees the risk management process and reviews the risk reports presented by the management. The SRMC consists of five board members, three of whom are independent. It is Headed by our Chairperson, Ms. Nandini Piramal. At the bottom tier is the CRO who is responsible for the effective execution of the risk management process across businesses in collaboration with business heads and risk coordinators. The CRO is also responsible for providing oversight and reviewing the risk management framework.

Three-tier Risk Governance Structure



Major Risks and Mitigating Actions

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

Internal Risk External Risk

Probable Risks	Risk Description	Mitigation Measures
<p>Macroeconomic Environment</p>	<p>Macroeconomic uncertainties such as trade tariffs, geopolitical unrest, supply chain disturbances, inflation and its impact on the rate cut cycle, and volatility in cross-currency exchange rates, can have an adverse impact on a company's operations, business model, financials, and customer preferences.</p>	<p>We have a global network of development and manufacturing facilities to cater to the changing geographical preferences of customers. To take care of supply chain disturbances like higher transit times due to longer routes and unavailability of containers, we are making the necessary modifications to our inventory levels and production/sourcing schedules. We have Board-approved Currency Hedging Policy and a Forex Risk Management Committee to periodically review cross-currency exposure and hedging positions.</p>
<p>Biotech Funding Environment</p>	<p>Incomplete and inconsistent recovery in biotech funding could lead to lower CDMO orders (especially early-stage orders in discovery and development segments) / order deferment due to delay in decision making by the customers.</p>	<p>We have a diversified customer base with an even mix of large pharma companies, emerging biotech companies and generic pharma companies. We have increased the size of our Business Development team and aligned our marketing strategies to target more customers and commercial manufacturing orders. We are focusing on customer delight through a consistent delivery experience across our network.</p>
<p>Site Concentration</p>	<p>There could be sites with high contributions to revenues. Disruptions at these critical sites may have a significant impact on order execution, which in turn may have an adverse impact on our financial performance.</p>	<p>We have 17 globally diversified development and manufacturing facilities across India, the UK, and North America. With healthy order inflows and strong execution across most of these facilities, we can reduce site concentration risk. Further, for sites with higher contributions to revenues, we are continuously working towards lowering operational issues and ensuring regulatory compliance.</p>
<p>Client and Product Concentration Risk</p>	<p>Client Concentration: There are large contracts with few customers. Any setback from them may adversely affect our financials.</p> <p>Product Concentration: Few products with high margins. A drop in sales of these products can adversely impact our overall margins.</p>	<p>Our business development teams continue to actively seek to diversify our client base and products to mitigate concentration risk. Currently we have relationship with over 500 customers in our CDMO business. We are also developing a pipeline of new products in our PCH business that are in various stage of development to reduce product concentration risk.</p>
<p>IT and Cyber Security</p>	<p>Adverse impact on our operations due to cyber-attacks, viruses and malware on IT and OT systems. Also, AI-driven fraud like phishing emails, deep fakes, etc, can lead to data breaches, financial loss, and reputational loss.</p>	<p>We have a robust cybersecurity framework in place, which uses antivirus, anti-spyware protection, and firewalls to protect against any possible breach. Additionally, we use remote data back-ups, the latest versions of software through secured computers and servers to mitigate the technology risks. We are also upgrading our systems with the latest technology and support. We also run multiple Cyber Security Awareness Programmes to create awareness regarding phishing and other cyberattacks.</p>

Probable Risks	Risk Description	Mitigation Measures
<p>Capex Project Management</p>	<p>The Company has made significant investments towards capacity expansions and building additional capabilities. Delay in completing the projects, clinical/regulatory attritions, lower orders, site execution issues, etc. could lead to lower-than-expected IRR on these capex.</p>	<p>We have a robust governance mechanism for capex evaluation, approval, and post approval monitoring. The projects are reviewed by different functions and the management team for approval. Post approval, the capex projects are regularly monitored for adherence to the approved budget and timelines. The Corporate Projects team has been augmented to ensure the timely execution of planned capital expenditure projects.</p>
<p>Clinical / Regulatory Attrition</p>	<p>In the CDMO business, as the customer's molecule moves from discovery to development to the commercial manufacturing phase, there could be a high amount of clinical / regulatory attrition because of which the molecule could fail and not move to the next stage of development/manufacturing.</p>	<p>While clinical / regulatory attrition is an inherent risk in the innovation related work, a strong pipeline of orders can ensure reduced impact due to clinical / regulatory failures. Currently we have 145 molecules in pipeline across multiple phases of development and we are looking to build it further going forward.</p>
<p>Manufacturing and Site Interruption</p>	<p>Frequent machinery breakdowns, ageing sites/equipment, and inadequate maintenance procedures could result in production loss/ interruptions.</p>	<p>We list down all assets along with performance trend and lifecycle and plans on equipment replacement. We also work towards refurbishment of the equipment through its OEM (Original Equipment Manufacturer) to attain extension in its lifecycle. We assess the quality of current preventive maintenance and generate a 5-year plan for maintenance / replacement with appropriate prioritisation based on risk / impact.</p>
<p>Talent Acquisition and Retention</p>	<p>Human capital is an important pillar for the Company's growth, thus making it imperative to attract and retain quality talent. High attrition rates could impact our performance.</p>	<p>Employee retention is attained through several learning and skill development programmes, employee engagement initiatives and rewards and recognition programmes that enables us to motivate the employees and increase loyalty.</p>
<p>Environment</p>	<p>We recognise the importance of preserving the environment and are committed to conserving natural resources. We have dedicated Environment, Health, and Safety (EHS) practices and procedures in place. Any non-adherence to them may expose us to adverse consequences.</p>	<p>We have adopted the principal of 5Rs (reduce, reuse, recover, recycle and rethink) for managing natural resources. Additionally, there are multiple sustainability initiatives underway in areas, such as water conservation, water reuse/ re-cycle and reduction of carbon footprints. Our decarbonisation plan has been approved by SBTi.</p>

Business Resilience

Tax Strategy

PPL is fully committed to complying with all applicable tax laws and regulations across the jurisdictions in which it operates. This includes accurate tax reporting, timely filings and payments, and adherence to audit requirements. The Company maintains thorough documentation to support its transactions and fulfil all tax obligations.

Tax Governance

Strong tax governance at PPL plays a vital role in reducing business risks and ensuring regulatory compliance. The Company adopts a proactive approach through regular audits, transparent disclosures. These practices align with PPL's ethical standards and sustainability objectives.

Tax Risk Management

PPL's tax risk management strategy is designed to ensure full compliance while mitigating exposure to financial and reputational risks associated with uncertain tax positions. This strategy includes clearly defined policies, strong oversight mechanisms, ongoing risk assessment, and proactive stakeholder engagement, enabling the Company to operate responsibly in dynamic tax environments.



Environmental stewardship, circular economy, and science-led decarbonisation are the compass points guiding our innovation toward a sustainable future."

Jeffrey Hampton
President and Chief Operating Officer, PCC



Business Resilience

Data Protection and Cyber Security

PPL's progress in technology and automation is instrumental in driving operational efficiency, effectiveness, and safety. By prioritising the integration of smart technologies, the Company seeks to reduce manual intervention, which is crucial for managing increasingly complex and expanding workloads. A key example of this approach is the 'CATALYST' initiative, which reinforces PPL's commitment to continuous improvement in IT operations and streamlined business processes.

Our key security protocols include multi-factor authentication, advanced encryption technologies, and scheduled security audits, all of which collectively reinforce the integrity of the Company's data protection framework.

Safeguarding the Digital Core

We made measurable progress in fortifying our systems and preparing for future risks:

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

We have a comprehensive information security management system with strong governance and oversight, structured policies and procedures, strong risk management practices, and advanced cybersecurity technologies.

Zero Data breaches

Oversight and Governance

PPL has established a structured governance model to ensure continuous oversight of its information and cybersecurity measures. With a rich background in IT, our director, Mr S. Ramadorai, is actively engaged in the cybersecurity strategy process. To ensure our beliefs and objectives percolate through the organisation, we have also appointed Mr Viral Gandhi as our Chief Information Officer in the executive management, who is responsible for the oversight of cybersecurity. The responsibility of furthering initiatives and their implementation is allocated to the Chief Information Security Officer (CISO) and the Chief Technology Officer (CTO), who report to the Chief Information Officer.

Updates on security-related matters are presented to the Board of Directors every six months. Quarterly review meetings are also held with the Chairperson to monitor progress, evaluate current initiatives, and address

any security-related challenges. Our business heads actively participate in these quarterly reviews to ensure departmental adherence to our security objectives. The Executive Committee is presented with biannual updates for their consideration and periodic review. This multi-tiered governance framework enables timely decision-making, risk mitigation and accountability across all functional levels. For internal stakeholders, we have an established escalation process that enables them to promptly report incidents, vulnerabilities, or suspicious activities through a designated channel.

Ethical Information Technology and Privacy Policy

PPL maintains a comprehensive Privacy Policy to safeguard personal and sensitive data, ensuring compliance with applicable data protection laws and regulations. A structured IT Policy governs digital infrastructure use, access controls, and system integrity. We also have an established IT Incident Management Policy which enables swift identification, response, and resolution of cybersecurity threats and data breaches. Together, these policies form a strong unbreachable framework for digital risk management and responsible tech governance.

Key Features of our IT Policy

- The Company's policy commits to continuously enhancing information security systems to ensure the integrity and protection of data
- It emphasises proactive monitoring and response to security threats while defining clear information security responsibilities for all employees
- Additionally, the policy sets strict security requirements for third parties to maintain a secure ecosystem

Key Features of our Privacy Policy

- The policy extends across all operational areas, including supplier engagements
- The Company's privacy policy sets out clear directives regarding the collection, use, sharing, and transfer, and secure disposal of personal data through digital platforms
- Personal and sensitive information is gathered only when necessary, with consent obtained under applicable laws
- Third-party data sharing is governed by stringent contractual safeguards to ensure confidentiality and security
- A designated department Data Privacy Officer is entrusted with oversight of privacy matters
- The policy is embedded within the broader group-wide risk and compliance management system
- Breaches are addressed with a zero-tolerance approach

Information Security Management Programmes

Upholding our commitment to responsible business conduct, we have information security-related business continuity plans in place to maintain critical functions during potential cyber disruptions or data-related incidents. We also conduct systematic vulnerability assessments to identify and remediate potential security weaknesses on time.

The Company's internal IT infrastructure and information security management systems undergo semi-annual internal audits to evaluate effectiveness and compliance. The Company's IT infrastructure and information security management systems have been audited by external auditors in the last fiscal year. (Following international standards like ISO 27001 and NIST Framework.)

Compliance is routinely evaluated through internal audits and independent third-party assessments to ensure accountability and transparency. In addition to technical safeguards such as security controls and incident response protocols, PPL has established a system of periodic reviews and assessments to enhance its overall cybersecurity programmes.

To support a proactive security culture, we regularly have information security awareness training. Our employee awareness initiatives and training modules have been designed to strengthen internal vigilance against cyber threats.

No. of data breaches

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

Protection and Disposal of Data

We retain data for defined periods based on business or legal requirements and dispose of it securely. For improved website functionality and analytics, we use cookies and collect non-identifiable visitor data for statistical analysis. We also provide users with privacy rights, including access to their data, correction of inaccuracies, and deletion requests, thereby promoting transparency and trust in our digital interactions. Security controls are maintained across all digital systems to prevent unauthorised access and data breaches.

PPL remains committed to maintaining a secure and privacy-focused IT environment that supports business goals while safeguarding data and digital assets. Moving forward, we will continue to invest in advanced cybersecurity technologies, ongoing employee training and strengthened collaboration with our value chain partners to drive proactive risk management. Emphasis will also be placed on reviewing and updating policies based on evolving needs and emerging threats, and regulatory changes.



Across our global network, we live and breathe Safety, Sustainability, Data Protection, and Cybersecurity every day—these are fundamental values that guide everything we do."

Herve Berdou
Chief Operating Officer, PPS

Business Resilience

Responsible Supply Chain

The need for a transparent and agile supply chain has become more critical than ever, due to the increasing complexity and globalisation of supply chains, coupled with operational disruptions, cost volatility, and the risk of non-compliance with regulatory standards. In response, PPL has proactively implemented a robust supply chain management framework aimed at enhancing efficiency and ensuring business continuity.

Central to this is PPL's Sustainable Procurement framework, which focuses on strengthening partnerships with suppliers across both upstream and downstream, improving inventory visibility, and, most importantly, upholding ethical and regulatory standards throughout the entire value chain ecosystem.

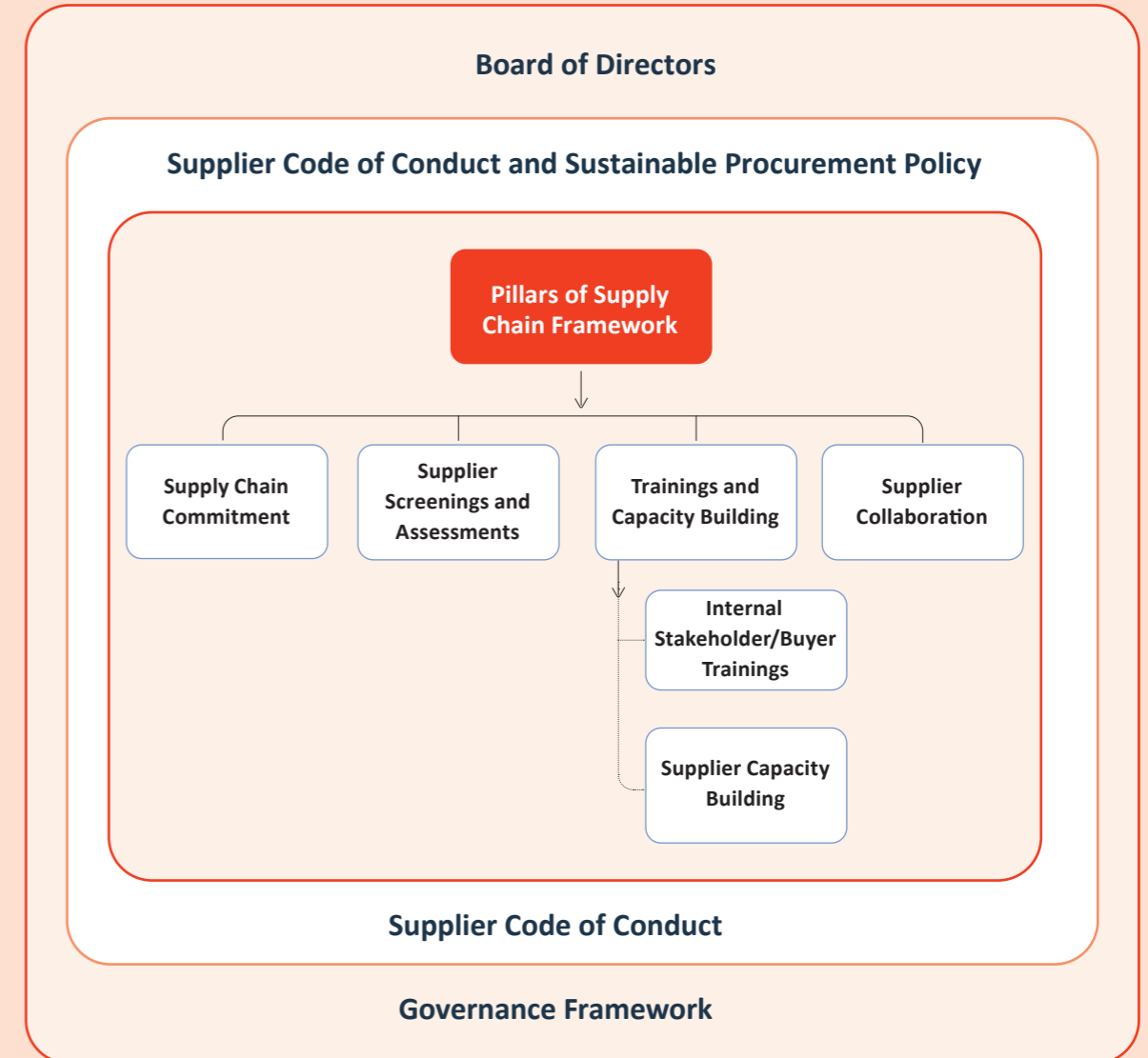


As a sustainable supply organisation, our focus for the upcoming years will be to map and reduce the scope 3 emissions. We will achieve that by forging deep collaborations with our supply partners and working on initiatives that reduce the carbon footprint for our offerings."

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



Supply Chain Framework



At its core, the framework is built on four pillars that work to align supply chain partners with PPL's sustainability vision. Laying the foundation, we honour our commitment through a sustainable procurement policy. Our second pillar ensures screening processes are designed to assess suppliers against environmental, social and governance criteria, identifying risks and opportunities early in the relationship. Through structured training programmes, workshops and access to toolkits, our third pillar ensures suppliers are equipped with the necessary skills and insights to align with evolving sustainability standards. Our collaboration pillar is about moving from compliance to collaboration and fostering innovation through our partnerships to develop circular practices and improve resource efficiency.

The Supplier Code of Conduct (SCOC) serves as the overarching anchor for the four pillars setting clear, non-negotiable expectations, and ethical standards for all suppliers. This is further reinforced by a governance structure, which drives accountability, monitors compliance, and ensures continuous improvement across the supply chain ecosystem.

Business Resilience

Oversight and Governance

Our Executive management oversees the Supply Chain Management programmes. It drives accountability through structured monitoring, risk management, escalation protocols and regular supplier performance reviews. It establishes clear ownership across functions, enforces compliance with the Supplier Code of Conduct and ensures ESG clauses in contracts are upheld. They also ensure PPL's sustainability goals and objectives are integrated into buyer performance reviews. As a practice, suppliers who demonstrate strong ESG performance are recognised, and top performers are acknowledged at annual supplier meetings.

Our Commitment

PPL's commitment to responsible sourcing is driven by its Sustainable Procurement Policy and guided by a structured Supplier Code of Conduct. It establishes clear expectations for suppliers in areas such as Human Rights, Labour, Environmental Responsibility, and Business Ethics. The Sustainable Procurement Policy goes beyond compliance by embedding inclusivity into procurement practices. It mandates the preference for materials with lower environmental impact and drives the adoption of innovative solutions that reduce Scope 3 emissions. The policy also incorporates supplier diversity and the integration of ESG risk assessments into sourcing decisions.



Our Supplier Code of Conduct (SCoC) is a comprehensive policy based on international and domestic regulatory standards.

Applicable to all supplier categories: product suppliers, service providers, and personnel suppliers.

It sets clear expectations in three critical areas:

- Fair working conditions: reasonable working hours, fair wages, benefits, and a safe work environment
- Human rights protection: prohibition of forced and child labour, discrimination, and harassment
- Environmental sustainability: focus on resource efficiency, GHG emissions management, energy use, biodiversity, land conservation, pollution prevention, and waste management

Enforces strong standards on:

- Anti-corruption, anti-competitive practices, and conflict of interest avoidance
- Occupational Health and Safety compliance
- Freedom of association and collective bargaining support

100%

Of the suppliers are governed by the SCoC

Sustainable and Ethical Procurement

In line with our commitment to sustainability, suppliers, and partners are expected to procure Certified Sustainable Palm Oil/Roundtable on Sustainable Palm Oil (CSPO/RPSO) and conduct a third-party verification process for palm oil production, based on trial indicators for no deforestation, no development on peat, and no exploitation, from oil producers where palm oil is directly sourced. PPL believes in responsible mineral sourcing and ensures that conflict minerals (e.g., tantalum, tin, tungsten, and gold) are not sourced from high-risk areas in our supply chain.

In alignment with local animal welfare laws, PPL adopts the 3Rs principle: Replacement, Reduction, and Refinement for animal testing, which prioritises scientifically valid alternatives whenever possible to minimise harm and distress.

Local Sourcing

Furthering our commitment, we at PPL prioritise local sourcing as a key strategy to reduce our environmental footprint and support regional economies. By focusing on procuring goods and services from local suppliers, including Micro, Small, and Medium Enterprises (MSMEs), and women-led enterprises, we aim to reduce transportation emissions, promote sustainability, and enhance supply chain resilience. This approach not only strengthens our ties with local communities but also fosters economic growth by empowering smaller businesses. In addition, our updated Purchase/Service Order agreements also mandate suppliers to provide assurances on adherence to ESG best practices. In FY2025, 30.35% of our India procurement spend was done from MSME suppliers and out of total procurement spend, 43.64% was done from India based suppliers.



Warehouse at Digwal, India

Supplier Screening and Assessments

Screening Process

PPL's supplier screening process integrates rigorous environmental, social, and governance (ESG) and overall business relevance standards into supplier selection. Our methodology for screening considers various risks, including country-specific, sector-specific, commodity-specific, financial stability, and regulatory compliance factors to ensure proper due diligence. This risk-informed and multidimensional approach enables PPL to build a responsible and value-aligned supply chain.

By embedding these expectations from the outset and maintaining ongoing monitoring, PPL promotes continuous alignment with its corporate values.

All suppliers, including new suppliers, are required to adhere to our Supplier Code of Conduct, which incorporates key social criteria aligned with international standards. While we currently do not track the percentage of new suppliers screened specifically using social criteria, we plan to begin tracking and reporting this data from next year.

Assessments and Development

Performance evaluation is a key component of supplier lifecycle management at PPL. We use the Supplier Sustainability Assessment Questionnaire (SAQ), based on best practices such as ISO 20400, ISO 26000, PSCI, UNGC, CDP, EcoVadis, and DJSI. The SAQ evaluates suppliers on management systems, climate and environment, labour and human rights,

sustainable procurement, business ethics, and integrity.

During the year, there were zero cases related to child labour, forced labour, or compulsory labour. These types of assessments ensure that risks related to child labour, young workers exposed to hazardous work, and forced or compulsory labour do not occur within our operations.

Assessments primarily involve desk-based evaluations, complemented by on-site audits conducted by independent third-party auditors for critical suppliers. Based on these comprehensive assessments and audits, suppliers receive scorecards. To assess the ESG maturity of our suppliers, we accept globally recognised ESG scorecards, including EcoVadis, DJSI, Sustainalytics, and PSCI reports.



By embracing renewables, circularity, and a zero-harm culture, we turn sustainability into a driver of innovation"

Surinder Gulati

Executive Vice President – Manufacturing (PPS – India API)

Business Resilience

Supplier Assessment

PPL assesses strategic suppliers through a self-assessment questionnaire. This questionnaire helps to gather essential information necessary for the long-term sustainable growth of both PPL and its supplier ecosystem. The Company is in the process of revising the self-assessment questionnaire to disclose information on the following:

Environment

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

Human and Labour Rights

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

Sustainable Procurement

- Procurement of certified palm oil
- Ensuring traceability of all raw materials
- Safety training
- Procedure to monitor continuous improvement

Business Integrity and Ethics

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

5+

On-site Assessments

80+

Desktop Assessments

Virtual workshops for 128 participants from 86 companies globally

NAVIGATE - Vendor Engagement Forum

NAVIGATE is a comprehensive supplier engagement forum developed in collaboration with Quality and Regulatory Affairs. The programme aims to assess, develop, and mitigate risks associated with the operations of critical suppliers. NAVIGATE focuses on strengthening quality oversight through regular site visits, knowledge sharing, and a Supplier Performance Improvement Programme. The goal is to reduce supply chain disruptions, minimise product rejections, ensure OTIF and regulatory compliance, promote vendor engagement on decarbonisation and ESG awareness, drive process improvements, and maintain high-quality standards throughout the supply chain.

This approach enables PPL to enhance supply chain resilience and maintain operational continuity in the face of challenges. It also significantly reduces response times to disruptions, allowing for strategic adjustments in inventory levels and modifications to production or sourcing schedules to minimise operational impact. Additionally, PPL conducts regular vendor audits to uphold quality standards and diversifies its vendor base to reduce reliance on single-source suppliers for critical materials, further strengthening the supply chain's flexibility and risk management.

Training and Capacity Building

Post stringent evaluations, suppliers are provided with tailored technical guidance, resources, and training to close performance gaps and improve sustainability based on their assessment scores. This includes training sessions on PPL's sustainability framework, requirements, processes, and industry best practices. Suppliers identified with lower ESG maturity levels are supported through structured corrective action plans tailored to address specific gaps. Regular follow-ups and progress reviews are conducted to track improvements and ensure accountability. This approach enables suppliers to gradually align with PPL's sustainability standards and fosters a culture of continuous improvement across the supply chain.

- Virtual ESG training has been initiated for critical suppliers as part of Phase 1, covering 12% of the critical supplier base
- An additional 66 suppliers have received targeted training sessions to deepen understanding and implementation of sustainability practices
- Training modules include key topics, such as Sustainability at Piramal, the pillars of sustainability, PPL's SBTi commitment, and supplier expectations on ESG performance and more

Internal Stakeholder Capacity Building

Strengthening buyers' ability to align procurement decisions with PPL's overarching sustainability goals, we integrate targeted training and capacity-building initiatives. Our initiatives aimed at empowering our sourcing professionals to incorporate sustainability considerations into every decision, from responsible supplier selection to reducing carbon footprints throughout the supply chain.

Catalyst Unleash

As part of our commitment to fostering a sustainable supply chain, we have launched Catalyst Unleash, a Global SCM Capability Programme, which is

a comprehensive year-long learning initiative designed to upskill our sourcing and supply chain teams.

The programme offers two specialised learning paths: Planning/Logistics and Procurement, with a focus on developing both domain-specific expertise and essential common skills.

Through engaging virtual and hybrid sessions, the programme emphasises critical areas such as

- Supply chain planning
- Inventory management
- Supplier qualification
- Performance management
- Negotiation skills

ESG awareness is also part of the annual training for our Supply Chain Management team. In FY2025, refresher training sessions via e-learning modules were conducted which focused on including sustainability into procurement practices. 130+ of our Supply Chain Management team members have completed the refresher trainings. By equipping participants with the knowledge and tools required to navigate the complexities of modern

supply chains, Catalyst Unleash ensures that our team is capable of driving operational excellence.

Supplier Collaboration Emission Reduction and Management

Value chain emissions are a major part of PPL emission inventory, representing 79% of overall emissions. To reduce Scope 3 emissions, we have developed a comprehensive 5-year plan focused on engaging key suppliers. This includes capability-building sessions, decarbonisation training, and annual reporting.

Our approach leverages several strategies, such as deepening collaboration with our suppliers, implementing sustainable procurement and prioritising local suppliers and materials whenever possible. We are actively engaging with high value spend suppliers to assess their emissions and water usage, with plans to expand this engagement further.

Digitalisation

Our SCM team has taken an initiative, Piramal Partner Connect (PPaCt), which offers a unified, digital network

for Piramal procurement teams and its vendors, providing visibility on the full procurement lifecycle right from sourcing and contract management to purchasing and supplier payments.

PPaCt enables the following:

- AI-powered supplier discovery, eRFx and eAuctions management
- Promotes supplier diversity and ESG compliance
- Digitised contract authoring, approval, storage, and renewal tracking to ensure compliance
- Automation of Requisition-to-ordering
- Integrated spend analytics and savings tracking

Looking ahead, the focus will be on deepening supplier engagement to drive innovation and shared sustainability outcomes. Our efforts will intensify around reducing Scope 3 emissions, enhancing supplier ESG performance and expanding supplier training. Continued investment in digital tools and transparent governance will further strengthen accountability across the value chain.

Proportion of Spending on Local Suppliers

	Response FY2025
Total spent on raw materials	₹ 2,962 Crore
Percentage of total spent budget used for significant locations of operation that is spent on suppliers local to that operation	65.20%
Provide the organisation's geographical definition of 'local'	"local" suppliers are those within the defined regional borders
Provide the definition used for 'significant locations of operation'	India, North America, UK

Negative Environmental Impacts in the Supply Chain and Actions Taken

	FY2025
Total number of suppliers	6,467
Total number of suppliers assessed for environmental impacts	86
Number of suppliers identified as having significant actual and potential negative environmental impacts	0
Significant actual and potential negative environmental impacts identified in the supply chain	0
Number of suppliers identified as having significant actual and potential negative environmental impacts, with which improvements were agreed upon as a result of assessment	0
Number of suppliers identified as having significant actual and potential negative environmental impacts, with which relationships were terminated as a result of assessment, and why	0

QUALITY AND EXCELLENCE



In FY 2025, we advanced product excellence through rigorous quality standards, innovative methodologies, and a strong customer focus. Key actions included strengthening the company-wide quality framework, enforcing the high-level quality policy, and driving continuous improvement through defined processes and periodic reviews.

Focus Areas

Product Excellence

- Successfully cleared 36 regulatory inspections (including 2 US FDA inspections) and 165 customer audits in FY2025
- The Company maintained zero Class I product recalls since 2021

Technology and Automation

- 10 AI/ML opportunities were identified across various functions, leading to the successful delivery of three high-impact pilots
- Standardisation and compliance across global operations was driven during FY2025

Operational Excellence

- In FY2025, OE has digitalised 17 KPI dashboards across PPS

36

Successful Completion of Regulatory Inspections in FY2025

165

Customer Audits in FY2025

2

Successful United States Food and Drug Administration (USFDA) Inspections in FY2025

Zero

Official Action Indicated (OAI) since 2011

UN SDGs Impacted



Quality and Excellence

Product Excellence

Piramal Pharma Limited advanced Product Excellence, strengthened Technology and Automation, and drove Operational Excellence by maintaining high quality benchmarks, encouraging innovation, and keeping customer satisfaction at the core.

Product Quality and Safety

PPL is committed to product excellence by embedding rigorous quality standards, innovative methodologies and a strong focus on customer satisfaction. A robust, company-wide quality model governs all global operations, anchored by a high-level quality policy. This model sets defined procedures and processes that are periodically reviewed to ensure adaptability and continuous improvement. PPL's strong track record in quality and compliance underscores its alignment of sustainability with business performance.

Seeking Excellence in Quality Architype

In pursuit of establishing quality as a key differentiator, we have devised a Quality Long Range Plan, which is designed to build a compliant and fit-for-purpose quality framework.

This framework is anchored on four foundational pillars:

Process

System

People

Technology

It is structured to support our business vision while upholding our commitments to patients, customers, regulators, and investors. In pursuit of empowerment and autonomy, the reporting structure of the entire quality group culminates in our Chief Quality Officer (CQO), who directly reports to the Chairperson. This arrangement ensures the independence of the quality group from operational and commercial verticals.

A series of strategic actions has been defined within this framework to advance our purpose and mission of "Doing Well and Doing Good."

These actions include:

- Strengthening the Quality Organisation Structure
- Accelerating Digitisation Initiatives
- Enhancing Quality Culture and Maturity
- Driving Process Simplification
- Proactive Compliance with evolving regulatory requirements
- One PPL Projects to ensure alignment across sites

This Framework aligns the Company's vision and quality goals through the following quality theme:

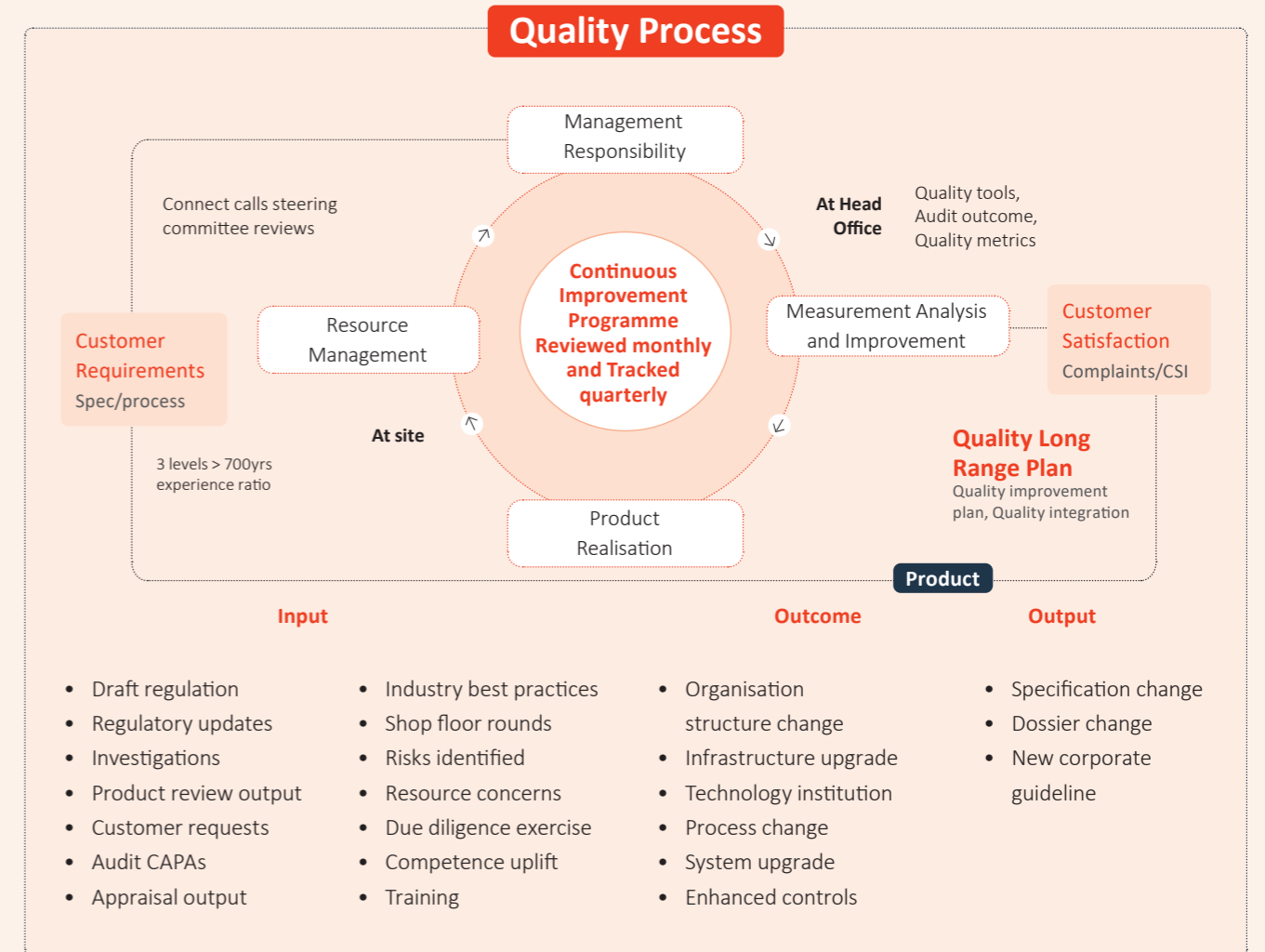
- Consistent compliance
- Perpetual audit readiness
- Reduce cost of poor quality



Pithampur, India

Our Process

The model is anchored in a Continuous Improvement Programme, reviewed monthly. It begins with understanding customer requirements and flows through resource management, product realisation, and measurement and analysis, ultimately driving customer satisfaction. Insights from audits, complaints and best practices provide a quality roadmap that guides and upgrades training and structural changes. This closed-loop system ensures regulatory compliance, enhanced product quality, and alignment with evolving expectations.



Our Quality Systems

A clear governance and communication framework supports PPL's quality management system. Quality processes across sites are aligned with corporate guidelines and reviewed periodically. Unannounced corporate inspections by the central team add an extra layer of oversight, enabling early risk identification and timely mitigation to maintain audit readiness. A responsive quality system ensures continuous engagement with customers and regulators, providing site teams with actionable inputs to sustain quality standards.



"In pharma, quality and sustainability are inseparable. Every product we make should not only meet standards today but preserve safety, integrity, and trust for tomorrow. True quality is sustainable by design."

Rashida Najmi
Chief Quality Officer



HPLC Laboratory at Pithampur, India

Our People

People are the cornerstone of effective quality systems and maintenance processes. Their expertise, judgment, and accountability ensure that procedures are not only followed but also continuously improved to meet evolving standards. Trained professionals uphold data integrity, identify and resolve issues proactively, and drive compliance with regulatory requirements. Moreover, a quality-focused culture rooted in the mind-set and commitment of individuals enables us to maintain excellence, reduce risk and deliver safe and reliable products.

Learning and Development

Our Human Resources team plays an instrumental role in developing targeted training programmes designed to enhance the Quality team's competence. Through these structured learning initiatives, we empower employees with the requisite skills, tools and methodologies to drive accuracy, compliance, and efficiency within quality processes.

Academy 2.0 is our in-house learning platform offering personalised certification programmes designed to equip employees with a diverse array of insights and skills, thereby fostering a collaborative and future-oriented workforce. As of now, we have precisely aligned with 21 crucial skills and industry standards and have identified 110 learners distributed across PPL locations.

The delivery of training sessions is structured through a combination of virtual and onsite modes. The onsite sessions include classroom-based learning where participants attend the sessions at a singular location. In the current year, three onsite sessions were successfully conducted across the UK, North America, and India regions.

Our Technological Infrastructure

Facility, Equipment and Process

- Equipment and Facility Qualification
- Water System, HVAC
- Process Validation
- Cleaning Validation
- Cleanroom and Aseptic Practices

Quality Systems

- QRM - Quality Risk Management
- Basics of Quality System
- Data Integrity
- Good Documentation Practices
- Good Distribution Practices
- Facing Inspections
- Statistical Analysis

Laboratory Systems

- GMP in QC
- Investigation Tools & RCA
- Lab investigations - LI, OOS, OOT
- Method Validation & Transfer
- Microbiology Testing & EM

Trending Topics

- Impurity Assessment in DS & DP
- Computer System Validation
- Regulatory Requirements for Product Approval - DS, DP

Our smart quality approach enables the seamless integration of advanced technologies across various functions, fostering a more efficient, effective, and agile work environment. As part of our digitalisation initiative 'CATALYST,' we have achieved a significant milestone in enhancing efficiency and compliance within laboratory operations through the implementation of the Laboratory Information Management System (LIMS).

E-forms is an advanced Low Code No Code Platform designed to transform paper-based processes into digital workflows seamlessly. This platform enables a software as a service (SaaS) in supplanting traditional paper or manual logbooks, forms, checklists, spreadsheets, and similar records. It introduces a novel dimension to compliance management by ensuring data and record entry in a digital format, encompassing form creation, modification, archival, review or approval, execution of e-forms, and data storage. Additionally, it possesses the potential to streamline workflows and significantly enhance operational efficiency.

96%

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

Futuristic Process and Measurement

Our Quality team has engineered multiple proprietary instruments for the evaluation of quality health and the mitigation of risks. These advanced proprietary tools, founded on defined algorithms, empower us to achieve our quality objectives.

- Sensor
- Quench
- Calculus
- Predict

These tools analyse raw data from various locations to offer detailed insights to the leadership and our vigilance group to ensure compliance integrity.

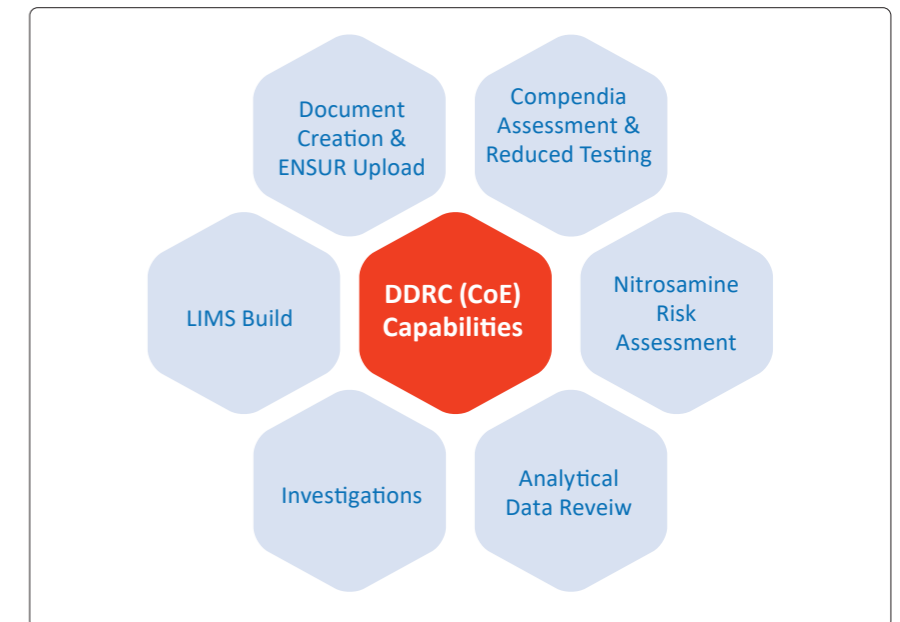
The cross-pollination of knowledge is perpetuated through initiatives such as 'Evolve' and 'Quality Alerts,' which are meticulously managed by central teams.

Evolve is a cross-learning and knowledge-sharing platform where diverse topics are discussed, ranging from learnings from regulatory inspections to the simplification of quality processes and the implementation of new digitisation or automation initiatives. Quality Alerts serve as a platform for sharing learnings across locations by highlighting quality-related incidents that impact efficiency. These alerts are communicated to all sites, encouraging them to introspect their current practices and implement timely improvements to drive overall excellence.

In alignment with this philosophy, we have identified Project RESOLVE, a strategic initiative designed to reduce deviations, minimise the Cost of Poor Quality (COPQ), and improve overall efficiency. Resolve is aimed at strengthening operational controls by enhancing the robustness of investigations when they do occur, with a strong emphasis on accountability, timely closure, and customer alignment.

Our Document Data Review and Creation DDRC (CoE) Cell is a centralised unit designed to augment the efficiency of our site teams by expediting the document creation and analytical data review process. The DDRC personifies

our fundamental principle of collaboration, ensuring seamless synchronisation between our quality teams in India and those overseas.



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

At PPL, Quality serves as the bedrock of our operations, ensuring that we consistently deliver superior products to our customers, patients and consumers. The Company is transitioning from a compliance-driven approach to embedding quality as a culture across systems, processes, technology, and people.

PPL's quality strategy is governed by a top-level policy that outlines defined procedures, review mechanisms for continuous improvement, and alignment with regulatory and business shifts. This policy fosters a quality-first culture, data integrity and scalable compliance, supporting both business and sustainability goals. Beyond manufacturing and compliance, the Company prioritises post-marketing pharmacovigilance to ensure patient safety. We have mechanisms in place for external stakeholders to submit

complaints about defective products. Our experienced regulatory and pharmacovigilance team handles regulatory filings, approvals, and safety monitoring post-launch.

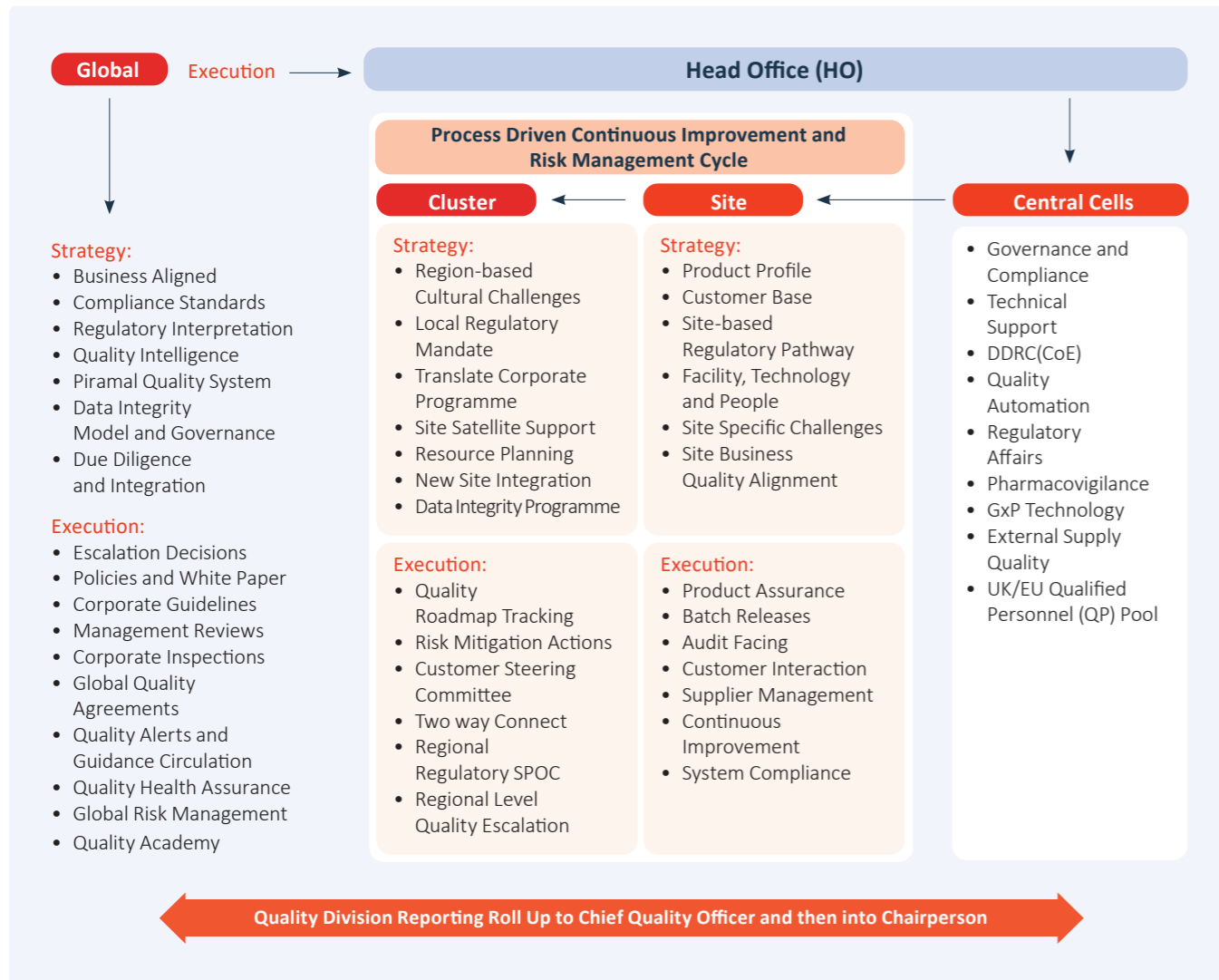
A strong quality function is paramount to our success. Our transformation is driven by a concentrated emphasis on systems, processes, technology, and human resources, enabling us to establish new standards of excellence and reliability.

Our Quality model, structured in three tiers, encompasses all our global sites and employees.

36

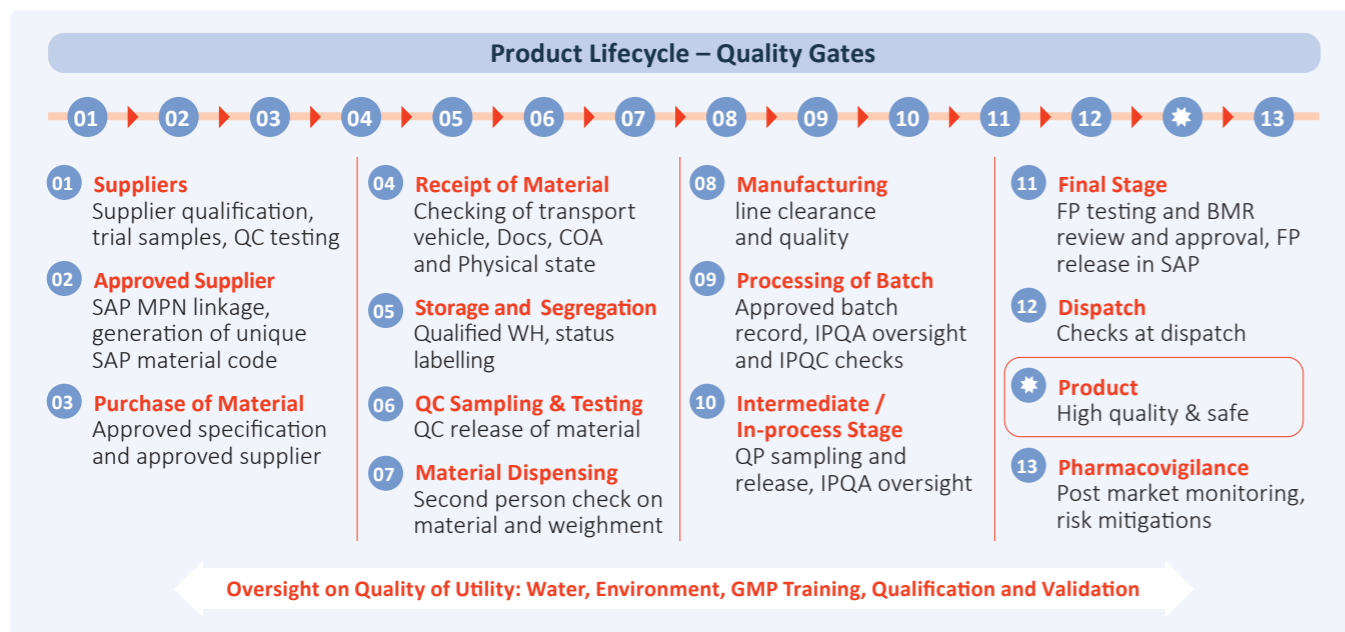
Successful Completion of Regulatory Inspections

Quality and Excellence



Quality Assurance

We place a strong emphasis on integrating quality into every phase of the product development lifecycle by employing comprehensive risk management and scientifically grounded principles.



The Product Lifecycle: Quality Gates process ensures consistent quality and safety from supplier selection to post-market surveillance. Our practices involve stringent testing, validation and continuous monitoring to ensure compliance with regulatory standards and industry benchmarks. The approach prioritises sustainable, patient- and customer-centric processes, ensuring that quality is built into every stage of production for reliable and safe outcomes.

PPL's end-to-end quality control process begins with supplier qualification, trial sampling and QC testing, followed by linking approved suppliers to SAP systems and generating material codes. Material is then procured as per approved specifications, checked upon receipt, and stored with proper labelling. QC sampling and release of material leads to dispensing with a second-person verification, and manufacturing under strict quality oversight. Batch processing includes IPQA and IPQC checks, followed by final product testing and review. Products undergo dispatch checks, and once in the market, pharmacovigilance systems monitor safety and manage risks, ensuring patient-centric, compliant outcomes.

All manufacturing sites strictly follow Good Manufacturing Practices (GMP) and other applicable global standards. Routine audits and inspections are conducted to uphold compliance, strengthen systems, and identify improvement areas. Successfully navigating numerous regulatory audits improves our systems, enhances global trust, and provides us with a competitive advantage in maintaining compliance and market readiness.

Compliance with Evolving Regulatory Expectations

At Piramal Pharma, we take immense pride in our forward-thinking approach to compliance, ensuring we remain at the forefront of evolving regulatory expectations. Our unwavering commitment to addressing Nitrosamine-related requirements exemplifies this leadership. Rather than adopting a reactive stance,

we proactively anticipate challenges and provide unwavering support to our customers through comprehensive risk assessments, partnerships with external test laboratories, the development of in-house analytical capabilities, and the timely validation of robust analytical methods for confirmatory testing. By continuously enhancing our knowledge base and staying ahead of industry trends, we provide a competitive edge that distinguishes us, reinforcing our steadfast commitment to excellence and regulatory preparedness.

Zero

Class I recalls since FY2021

R&D and Innovation Management

PPL exemplifies its commitment to innovation and research through strategic initiatives across its primary business segments: Piramal Pharma Solutions (PPS), Piramal Critical Care (PCC), and the Piramal Consumer Healthcare (PCH).

Piramal Pharma Solutions (PPS)

As a leading Contract Development and Manufacturing Organisation (CDMO), PPS anchors its innovation strategy in providing end-to-end R&D services that span the entire drug development lifecycle. From early-stage development to commercial-scale manufacturing, PPS is focused on delivering customised, client-centric solutions that reduce time-to-market and improve quality outcomes. Our R&D teams are

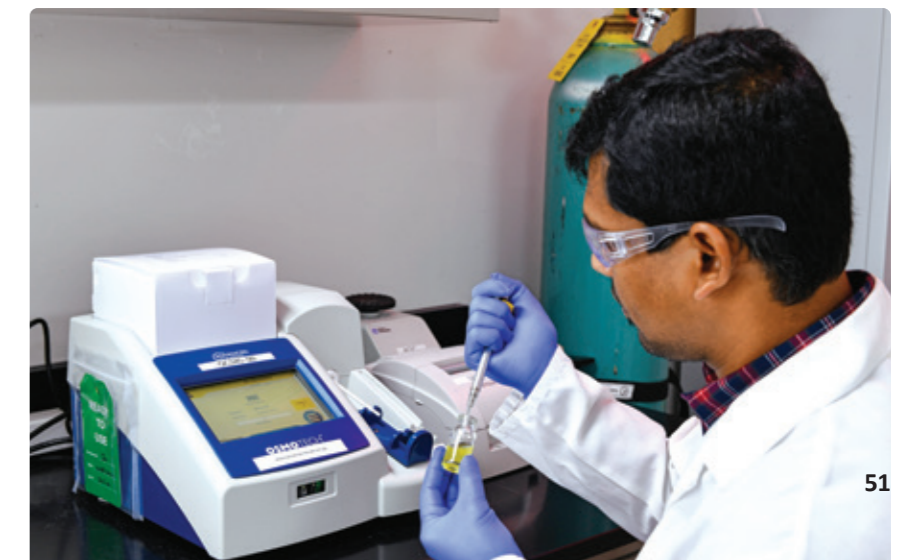
well-versed in navigating global regulatory frameworks and leverage cutting-edge technologies to support drug discovery, process optimisation, and scalable manufacturing. This approach not only supports operational excellence but also reinforces PPL's reputation as a preferred partner in the pharmaceutical outsourcing industry.

Piramal Critical Care (PCC)

PCC's R&D initiatives are dedicated to advancing the field of anaesthetics and critical care therapeutics. The business focuses on the development of innovative drug formulations and delivery systems that enhance both patient safety and clinical outcomes. These efforts are underpinned by state-of-the-art research infrastructure and collaborations with globally recognised medical institutions. PCC's innovation agenda allows it to stay ahead of evolving clinical needs while ensuring regulatory compliance and product quality. This proactive R&D orientation helps address the complex demands of critical care and supports healthcare professionals with reliable, evidence-based therapeutic options.

Piramal Consumer Healthcare (PCH)

In the PCH segment, PPL has made significant R&D investments to strengthen and diversify its consumer product portfolio. The emphasis is on creating novel health and wellness solutions that respond to changing consumer preferences and health trends. PCH's innovation engine works across product formulation, alternative delivery systems, and consumer insight analysis, ensuring that products are effective, user-friendly



Quality and Excellence

and safe. By aligning R&D with market intelligence and health science, PCH continues to expand its footprint in the consumer healthcare space with products that are both trusted and differentiated.

Integrated Innovation Strategy

Together, these business units reflect PPL's broader strategy of embedding a strong R&D foundation across its operations. The Company's integrated innovation framework enhances product differentiation, speeds up development cycles, and improves market competitiveness. Most importantly, it demonstrates PPL's ongoing commitment to improving global health outcomes and delivering superior value to customers, patients, and partners worldwide.

Responsible Investment

PPL is strategically increasing its investments in sustainability-focused initiatives to drive long-term, responsible growth. These efforts not only contribute to environmental and social objectives but also enhance the Company's attractiveness to responsible investors, opening avenues for improved business productivity and value creation. Key areas of focus include investments in renewable energy procurement, integrating product sustainability insights derived from LifeCycle Assessment (LCA) studies, and sustained support for innovation and research and development initiatives.

Product Tracking

Product tracking plays a critical role in ensuring that all operations align with regulatory compliance, quality control and patient safety. By enabling greater visibility across the supply chain, product tracking helps identify and address safety issues quickly, minimises the risk of counterfeit products, and supports efficient recall management if required. PPL complies with applicable regulatory requirements and is working toward implementing Quick Response (QR) codes or authentication codes on the primary packaging of relevant products to enhance traceability and product authentication.



Quality and Safety Commitment

Product Recall Management

In the reporting period, PPL initiated two Class II product recalls. These were precautionary, with no associated customer complaints or reported instances of non-compliance with product health and safety regulations.

Regulatory Inspections

We also successfully cleared 36 regulatory inspections (including 02 US FDA inspections) and 165

customer audits. We comply with all the pharmacovigilance requirements as per the current applicable norms. The Company routinely assesses health and safety impacts for key product and service categories, demonstrating its proactive approach to risk mitigation and commitment to safeguarding end-user well-being.

Product Recalls

Class I

	FY2022	FY2023	FY2024	FY2025
Number of Class I recalls (or equivalent)	0	0	0	0
Total value of recalled products. (in USD Millions)	NA	NA	NA	NA

Class II

	FY2022	FY2023	FY2024	FY2025
Number of Class II recalls (or equivalent)	01	-	02	02
Total value of recalled products (in USD Millions)	0.0053	-	1.07984	0.00123

Compliance with Regulatory Standards

Regulatory Agency Inspections

	FY2022	FY2023	FY2024	FY2025
Number of inspections	35	36	36	36

Form 483 Observations and FDA Warning Letters

Form 483 Observations (or equivalent)	FY2022	FY2023	FY2024	FY2025
Number of Form 483 Observations (or equivalent)	NA	7	7	6

FDA Warning Letters (or equivalent)	FY2022	FY2023	FY2024	FY2025
Number FDA Warning Letters (or equivalent)	NA	NA	NA	NA



Quality and Excellence

Technology and Automation

PPL's progress in technology and automation is instrumental in driving operational efficiency, effectiveness, and safety. By prioritising the integration of smart technologies, the Company seeks to reduce manual intervention, which is crucial for managing increasingly complex and expanding workloads. A key example of this approach is the 'CATALYST' initiative, which reinforces PPL's commitment to continuous improvement in IT operations and streamlined business processes.

PPL's strategic upgrade to a unified infrastructure has enabled high availability, scalability, and superior performance across its national and global sites. This modern IT infrastructure strengthens the Company's ability to address growing business demands while maintaining its competitive edge. Through the strategic use of automation and

advanced technologies, workflows have been optimised, enhancing reliability, responsiveness, and enabling high-quality service delivery in dynamic market conditions.

PPL's pursuit of robust, safe, and efficient operations is strongly supported by advances in digitalisation and automation. The focus lies in

identifying areas where technology can reduce manual intervention and improve overall effectiveness. FY2025 marked a significant transition from being a strategic business partner to co-owning business outcomes through technology-driven transformation.



Project Catalyst isn't just about digital transformation—it's about building a more responsible and future-ready business. As we work towards tripling profitability and doubling revenue by FY2030, we're making sustainability a core part of how we operate."

Viral Gandhi
President & Group CIO



Aurora, Canada

Opportunities for Automation across PPL's Business and Functions

Business Development Automation

- First phase live for CDMO business
- Streamlines RFP to proposal process
- Improves turnaround time, standardisation, and team collaboration

Contract Lifecycle Management

- Centralised digital repository established
- Eases contract access, revision tracking, and performance evaluation

Manufacturing Automation

- Initiated automation of logbooks
- Enhances documentation traceability and regulatory compliance
- Improves efficiency, patient safety, and quality

Expense Automation

- Rule-based automation implemented for the field sales team (PCH division)
- Reduces administrative effort, improves policy compliance and accuracy

Maintenance Automation

- Sensors deployed at CDMO sites
- Enables real-time data analysis for predictive maintenance
- Reduces downtime by 50% and prevents unplanned outages

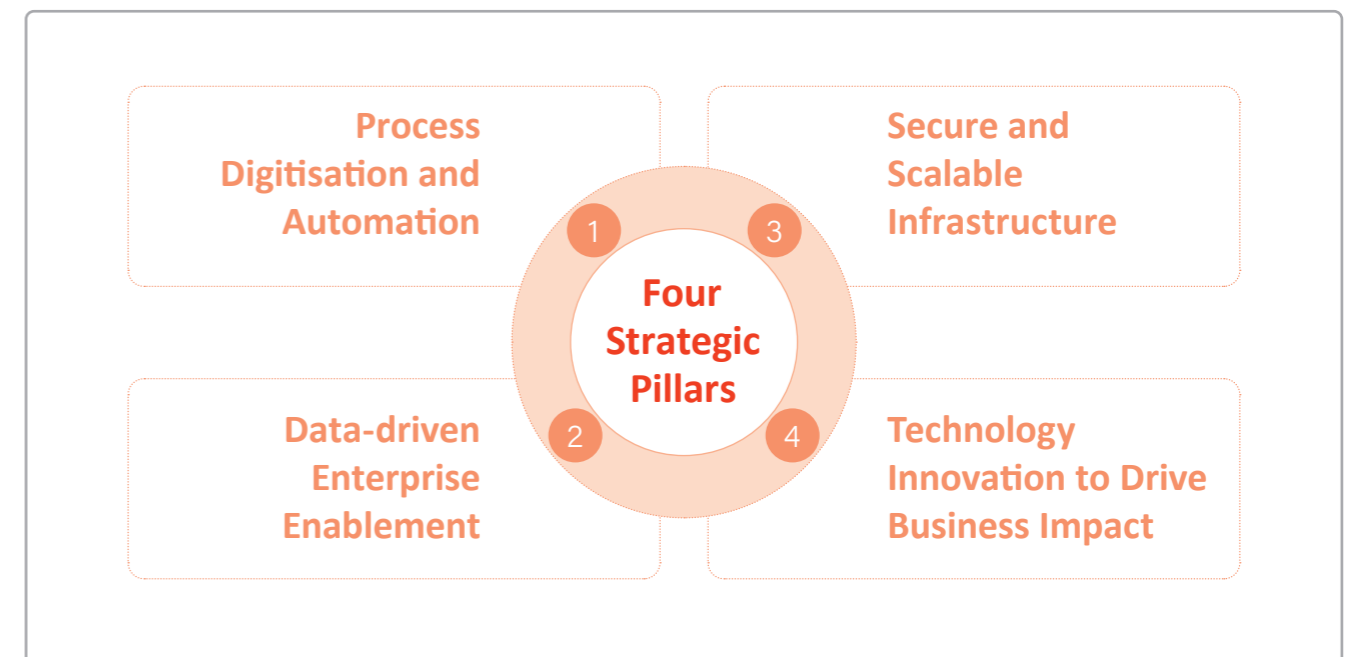
Quality IT Automation

- Plans to roll out LIMS and LMS across global sites
- Supports compliance, regulatory adherence, and improved employee training

Aligning Technology with Digital Strategy

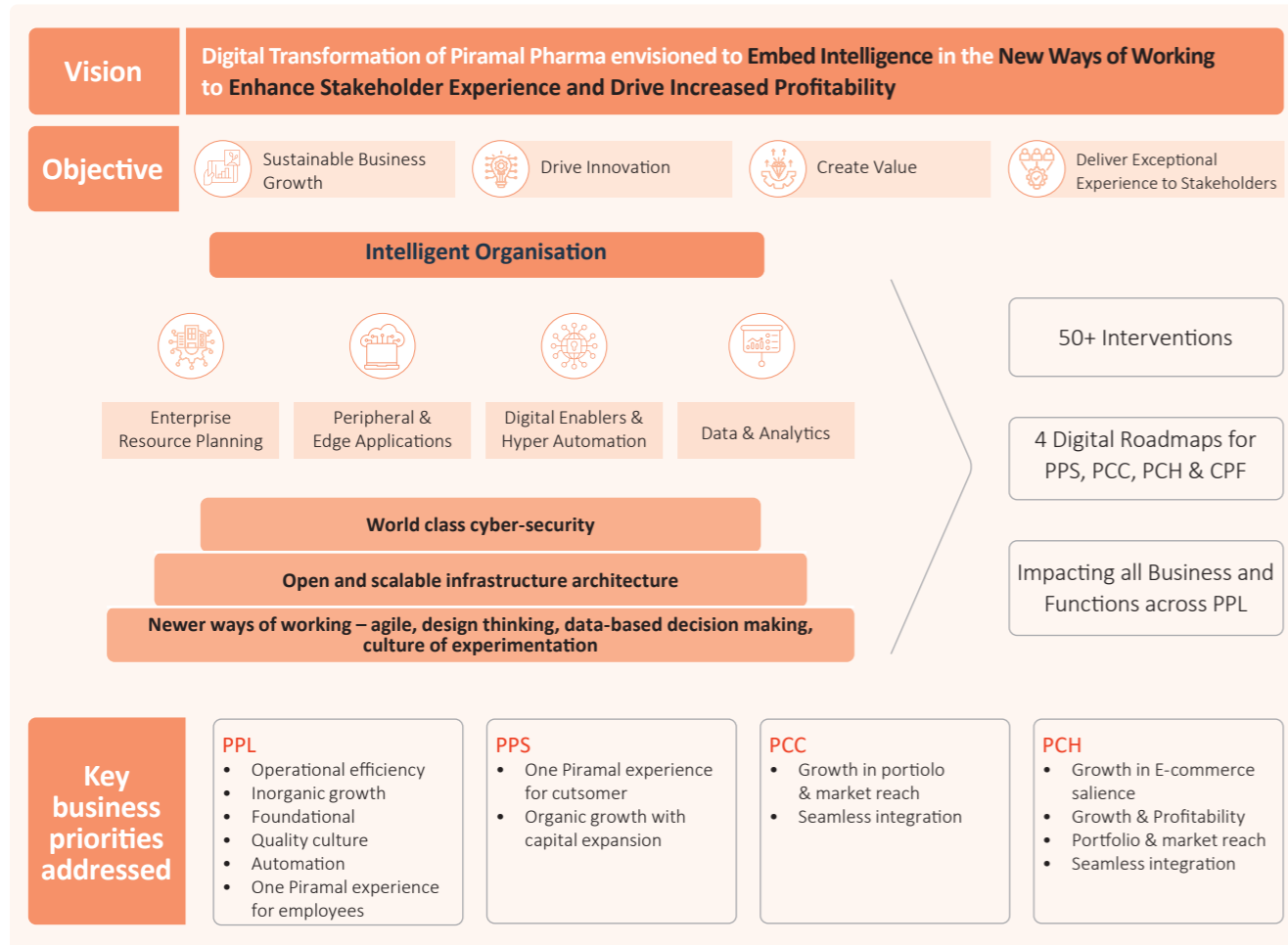
Our Catalyst Digital Transformation Strategy is designed to future-proof operations, enhance customer experience, improve productivity, and manufacturing efficiency, and deliver efficiencies across our value chain.

The IT Long-Range Plan (LRP) spanning across a 5-year horizon is focused on four pillars that align our vision for technology with our business objectives of driving threefold profit growth while doubling revenue. LRP is anchored in our Catalyst Digital Transformation Strategy.



Quality and Excellence

This transformation journey is being powered by our flagship ERP initiative “Catalyst NxGen” alongside targeted automation, advanced analytics, and infrastructure modernisation programmes.



Catalyst NxGen: A Next-Generation ERP Transformation

We advanced the foundational phase of our ERP-led transformation programme: Catalyst NxGen. This initiative is designed to replace our legacy systems with a future-ready, next-generation ERP that supports process excellence, agility, and scalability across all entities.

The year began with the discovery and design phase, where global process harmonisation, blueprinting, and future-state architecture were defined. Extensive collaboration with business teams helped align transformation goals with operational realities, ensuring practical and sustainable change.

A core part of this transformation is the development and implementation of a robust Master Data Management (MDM) framework. This ensures high-quality, well-governed, and accurate data migration into the new ERP, avoiding duplication and rework while building long-term trust in enterprise data.

The phased approach to ERP implementation ensures minimal disruption while maximising adoption and value. The first rollout, focused on India and select global entities, has already begun with deployment activities planned in FY2026.

Catalyst NxGen goes beyond system modernisation. It is enabling Piramal Pharma to:

- **Streamline and digitise core processes** across manufacturing, supply chain, finance, and quality, driving productivity and operational efficiencies
- **Drive standardisation and compliance** across global operations
- **Enhance decision-making** through real-time, integrated analytics
- **Strengthen scalability and innovation readiness**, supporting our future growth plans

By putting people and process at the heart of this transformation, we are not only implementing a new ERP system but also fostering a digital-first mind-set that empowers our teams and strengthens business outcomes.



Quality IT Automation

Our focus on digitising our Quality systems strengthened significantly. eLabs (Electronic Lab Systems) were deployed at multiple pilot and priority sites. These eLabs digitise lab forms, logs, and notebooks, improve data traceability, and enhance regulatory readiness, with phase-wise expansion planned across all the sites in FY2026.



Several additional initiatives were undertaken to strengthen operational efficiency and regulatory compliance. The Regulatory Information Management System (RIMS) was implemented to enable better tracking and streamlined filing of regulatory submissions. Deviation and

Change Management Automation was introduced to ensure greater consistency, faster resolution, and improved audit readiness. The deployment of e-Forms and paperless validation tools helped eliminate manual entries, reduce transcription errors, and enhance

compliance tracking. Additionally, e-learning systems with auto-training assignments, integrated reporting, and DMS linkage were rolled out to support structured and efficient workforce training.



Supply Chain Automation: Building a Connected Network

Under the banner of PPaCt, the supply chain transformation initiative is designed to establish a customer-focused, resilient, and technology-driven ecosystem. Key efforts included the rollout of sourcing and supplier collaboration tools, which enhanced both efficiency and transparency. A comprehensive planning tool strategy was finalised to support demand forecasting, scenario planning, and network optimisation. Sales, inventory, and supplier data were integrated into interactive dashboards to enable real-time decision-making. Furthermore, the inclusion of supply chain data into the enterprise analytics platform enabled automated reporting and provided deeper, actionable insights.

Our focus in FY2026 now shifts to automating supply and planning processes, further improving service levels, reducing lead times, and enhancing operational efficiency across the global value chain.

Manufacturing Automation for Smarter Operations and Efficiency

Significant strides in digitising manufacturing operations to enhance productivity, quality, and compliance were implemented through Manufacturing automation initiatives. Electronic Batch Manufacturing Records (eBMR) were launched at select sites, laying the groundwork for the first AI-generated batch record anticipated in FY2026. Complete integration of batch systems with ERP, quality, equipment, and asset management systems was

achieved, enabling seamless data flow and oversight. Maintenance processes were automated using smart sensors and predictive algorithms, cutting unplanned downtime by up to 50%. Additionally, comprehensive roadmaps for Manufacturing Execution Systems (MES) and industrial IoT were finalised in collaboration with operational excellence and engineering teams.

Additionally, planning and control systems for time tracking, project management, and energy management were digitised at select sites.



Artificial Intelligence: From Pilots to Scale

AI has been embedded as a core strategic enabler at PPL, with a cross-functional IT innovation team collaborating closely with business units to unlock its potential. Over 10 AI/ML opportunities were identified across various functions, leading to the successful delivery of three high-impact pilots: yield improvement at manufacturing sites, a conversational assistant for RFIs, and a troubleshooting assistant for R&D method development. To build organisation-wide awareness, an AI showcase event was conducted featuring leadership participation and live demos. A strategic roadmap has also been established for AI governance, scale-up, and shared ownership with business teams.

These initial successes form the foundation for scaling AI across more functions in FY2026, particularly

in manufacturing, quality, supply chain, R&D, customer service, and commercial analytics.

Leveraging Cloud Infrastructure: Foundation for Scale, Speed, and Agility

PPL's accelerated cloud-first infrastructure transformation in FY2025 delivered enhanced scalability, better cost management and seamless global accessibility. Key milestones included the migration of analytics and reporting platforms to cloud infrastructure, resulting in improved refresh cycles, mobile accessibility, and scalability. Cloud-based collaboration tools were integrated across functions to drive agility and teamwork. Additionally, the foundation was laid for future-ready ERP workloads and next-generation automation platforms.

The Road Ahead

FY2026 will be a year of execution and scale. Piramal Pharma's technology and digital function is well positioned to co-own business outcomes alongside core functions and business units. We will continue advancing our Catalyst journey, modernising core systems, digitising end-to-end processes, and embedding intelligence into decision-making layers.

Our commitment is clear: To empower Piramal Pharma to deliver with greater speed, scale, precision, driving innovation, reducing complexity, and amplifying impact for patients, partners, and the healthcare ecosystem worldwide.



Pithampur, India

Quality and Excellence

Operational Excellence

PPL places unwavering emphasis on quality and excellence, embedding them at the heart of its operations. The Company follows rigorous process and product quality protocols, harnessing the power of digitisation to boost operational efficiency, safety, and effectiveness.

A comprehensive quality management system is deployed across all locations, ensuring alignment with changing regulatory demands and enhancing PPL's reputation as a trusted and preferred partner. This system is further fortified through the strategic QuEST (Quality Empowering Strategic Transformation) programme.

Driving Performance through Operational Excellence

Amidst rapid technological evolution and innovation, PPL embraces opportunities to enhance resource efficiency, ensure product stewardship and reduce costs. Operational Excellence (OE) serves as a cornerstone for achieving industry leadership by advancing performance across critical

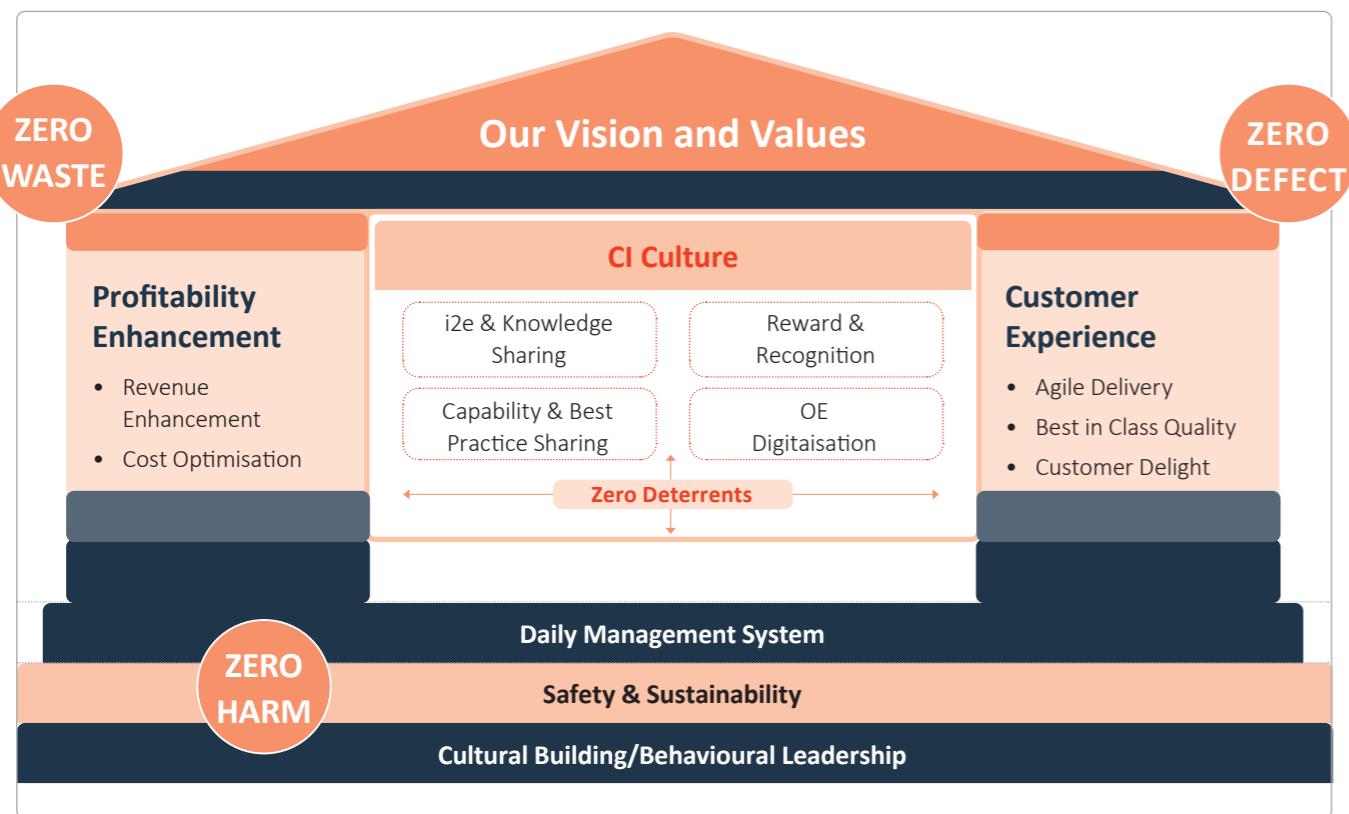
pillars: Safety, Quality, Service/Delivery, Cost competitiveness and People. As a global programme, OE is designed to embed sustainable improvements across all facets of PPL's operations.

Vision and Values Anchored in Purpose

The guiding philosophy of 'Doing Well and Doing Good' anchors PPL's approach to people and performance.

This motto, supported by the core values of Knowledge, Action, Care, and Impact, directs employee efforts toward both individual success and organisational advancement.

These values shape the way PPL serves patients, consumers, and customers globally, ensuring that every Operational Excellence (OE) initiative is purpose-driven and people-centric.



Embedding Sustainability in the OE Framework

PPL has redesigned its Operational Excellence framework to sharpen its focus on profitability and customer experience. The framework is built on foundational elements such as cultural and behavioural leadership, standard

work, and a strong emphasis on safety and sustainability. Key practices like daily management systems and workplace organisation enable consistent on-time project delivery. The overarching aspiration is captured

through the goals of Zero-Deterrents, Zero Defect, Zero Harm, and Zero Waste. Digitalisation plays a pivotal role in enabling these outcomes, acting as a catalyst for delivering the OE objectives.

The OE-framework also addresses the various United Nations Sustainable Development Goals (SDGs):



Driving Operational Excellence through Culture, Efficiency and Digitalisation

Aligned with the Company's core values and vision, the Operational Excellence (OE) model emphasises three strategic pillars:



These pillars collectively strengthen the organisation's capabilities in delivering efficiency, quality, safety, and sustainability across operations.

To enhance manufacturing efficiency, the focus lies in systematically identifying and eliminating hidden wastes within processes. Leveraging Lean and Six Sigma tools, PPL actively works to improve product yields, optimise capacity and OTIF (On Time in Full), reduce the cost of poor quality, and promote energy and resource efficiency, including reduced consumption of power, water, solvents, and catalysts. These efforts contribute significantly to productivity gains and operational resilience.

Embedding a Culture of Leadership and Accountability

The OE culture is built through strong behavioural leadership that engages all levels of the organisation. While senior leadership aligns on long-term strategy through a top-down approach, teams across levels are empowered through a bottom-up culture of continuous improvement and ownership.

The cornerstone of this cultural transformation is the Daily Management System (DMS), which integrates core elements such as:

- Performance Management System (PMS)
- Root Cause Problem Solving (RCPS)
- Capability at Gemba (CAG)
- Leader Standard Work (LSW)
- Standard Work Processes (SWP)
- Workplace Organisation (WO)

Through these practices, OE continuously embeds lean thinking and drives sustainable behavioural change across the workforce.

Complementing this is a robust capability-building ecosystem anchored in Lean Six Sigma (LSS) programmes, offering structured learning and certification at White, Yellow, and Green Belt levels. These programmes include classroom training, project-based learning, and coaching, and are implemented across all sites to promote data-driven problem-solving and measurable process improvements.

Operational Leadership: Driving Profitability and Customer Experience

This pillar is dedicated to enhancing profitability and improving customer experience through strategic levers such as yield and solvent efficiency, raw material (RM) cost control, Total Effective Equipment Performance (TEEP) improvement, operational expense optimisation, On-Time-In-Full (OTIF) improvement, Cost of Poor Quality (COPQ) reduction, and improvements in Customer Satisfaction Index (CSI) and Net Promoter Score (NPS).

Core Focus Areas and Strategic Approach

The operational leadership approach begins with a thorough gap assessment against baselines or benchmarks, followed by the identification of improvement opportunities using OE tools. Structured action plans are then formulated to close these gaps and enhance performance.

Material and Cost Efficiency Initiatives

Material Savings: Focused efforts on improving yield and specific consumption of key raw materials; increasing solvent recovery and reuse.

Operational Expenses

- Optimising HR costs through initiatives aimed at productivity excellence
- Driving energy conservation through focused initiatives targeting the efficient use of power, fuel, and water resources

You can find more details on our energy conservation initiatives across sites in the Responsible Operations section of this report.

Digitalisation for Enhanced Efficiency and Governance

Harnessing technology and Gen AI, PPL is committed to minimising manual interventions and automating governance processes to reduce human error. This shift not only enhances productivity but also strengthens operational stability. By mapping value streams, the organisation identifies inefficiencies and delays, deploying innovative technologies to eliminate waste and streamline workflows.

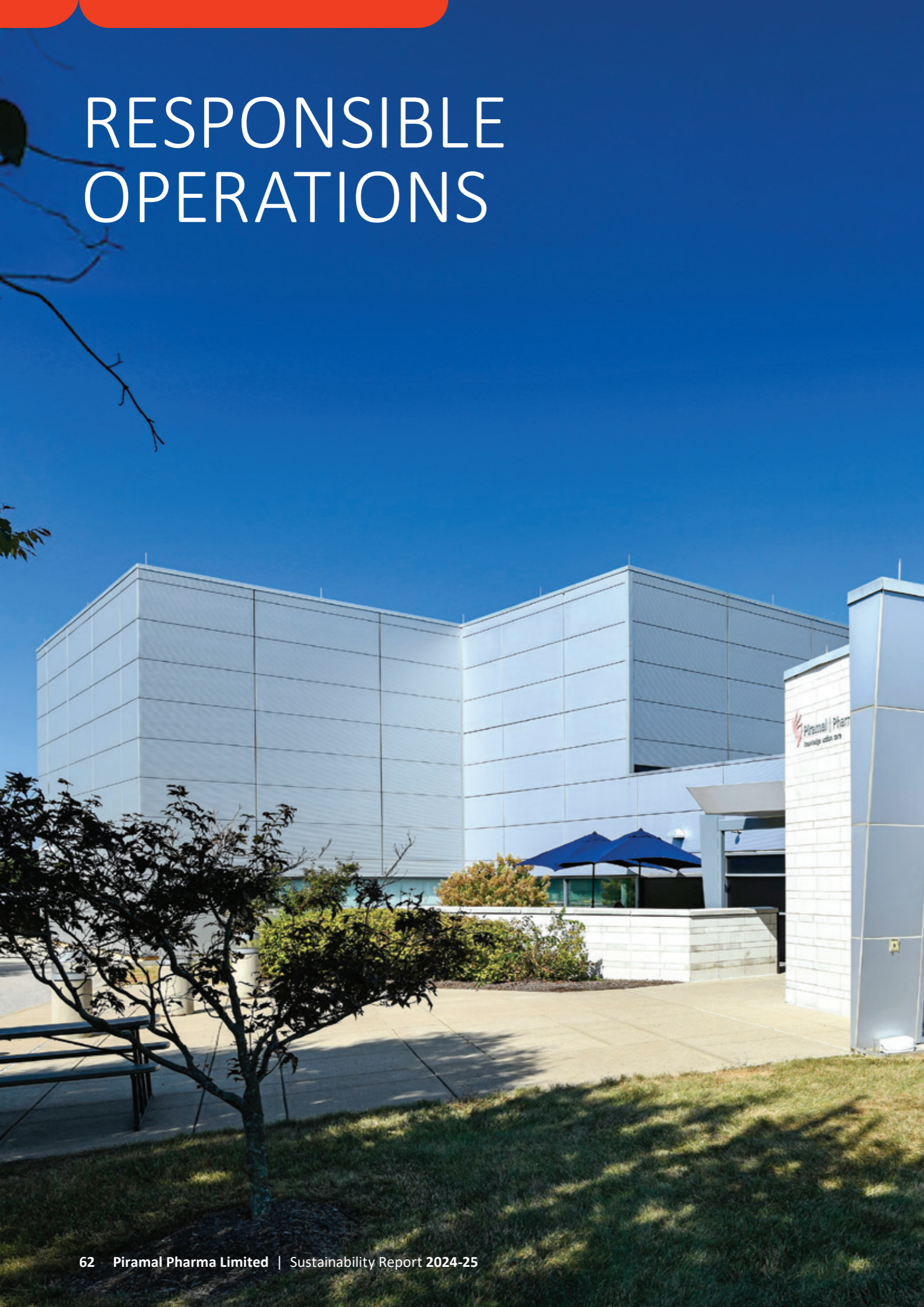
Asset Integrity

With continuous technological advancements making high-quality assets more accessible and cost-effective, PPL is focused on upgrading its asset base. These enhancements drive greater operational efficiency and boost productivity, enabling the Company to achieve sustained growth and elevate overall performance.

Looking Ahead: Embedding Excellence into the Future

PPL's dedication to operational excellence is grounded in sustainable and socially responsible business practices. The continued rollout of OE tools, especially through advanced digitalisation, will support behaviour transformation via Daily Management Systems (DMS) across central functions. Efforts in cost optimisation, process efficiency, and improved customer experience remain central to PPL's operational leadership. A key priority going forward is the deep integration of ESG principles into all operational areas, enhancing performance while delivering positive environmental and social outcomes.

RESPONSIBLE OPERATIONS



We focused on climate action, energy efficiency, water stewardship, and waste management. Key initiatives delivered emission reductions, tree plantations, improved water use, better waste handling, and lower energy consumption across global operations.

Focus Areas

⚡ Energy Management

- In FY2025, 20.1% of the total energy consumption was met through renewable sources
- Completed energy audits and established a prioritised action plan for energy conservation measures across all sites

☁️ Climate Change Management

- In FY2025, we achieved an all-time low in Scope 1 and Scope 2 emissions
- Completed Scope 3 inventorisation for thirteen categories

💧 Water Stewardship and Waste Management

- Implemented microprojects in India, resulting in 100 KLD of water savings in FY2025
- Achieved zero hazardous waste to landfill

10.5%

Reduction in Scope 1&2 Emissions Compared to Base Year

7.8%

Increase in Renewable Energy Component compared to previous year

2,000+

Saplings Planted

2,10,803 KL

Total Water Savings during the Reporting Year

Zero

Hazardous Waste to Landfill Achieved

UN SDGs Impacted



Responsible Operations

Climate Change Management

In FY2025, our environmental efforts focused on climate action, energy conservation, water stewardship, and responsible waste management. These focus areas guided key initiatives that led to measurable reductions in emissions, supported tree plantation efforts, improved water conservation practices, enhanced waste handling, and lowered energy consumption across our global operations.



6%
Lower Scope 1 and Scope 2 emissions compared to last year

16%
Lower Scope 1 & 2 Emissions Intensity (tCO₂e/₹ Crores of Revenue)

Solar Panel at Digwal, India

Our Company is actively building climate action into its governance structure by clearly outlining roles and responsibilities for identifying and managing environmental risks and opportunities. During the reporting period, PPL remained focused on reducing Scope 1, 2, and 3 emissions in line with the Science-based Targets initiative (SBTi).

Target

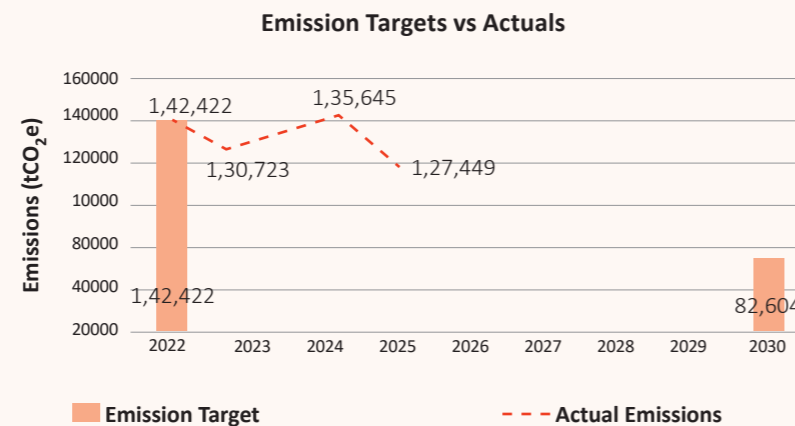
Reduce Scope 1 and Scope 2 emissions by 42% by FY2030 (with baseline of FY2022), which aligns with the 1.5°C decarbonisation pathway as recommended by the Science-based Targets initiative (SBTi).

Reduce Scope 3 emissions with absolute contraction by 25% by FY2030 with baseline of FY2022 which aligns with the 2.0°C decarbonisation pathway.

Progress

Scope 1 and Scope 2 emissions have decreased by 10.51% from base line emissions.

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



The Company has introduced a detailed decarbonisation roadmap, also known as the Carbon Reduction Plan (CRP), to support its Scope 1 and Scope 2 emission reduction targets. This plan reflects our commitment to sustainability and outlines clear actions, milestones, and timelines to achieve the stated goals.

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

GHG Scope 1 and Scope 2

GHG Emissions	FY2025	FY2024	FY2023
Scope 1 (tCO ₂ e) ¹	61,351	56,230	55,229
Scope 2 (tCO ₂ e) location based ²	79,402	79,415	75,494
Scope 2 (tCO ₂ e) market based	66,098	79,415	75,494
Bio-briquette/Biomass (tCO ₂ e)	19,960	12,849	13,324
Scope 3 (tCO ₂ e)	4,91,081	4,99,659	4,50,639
Scope 1 & 2 Emissions Intensity (tCO ₂ e/₹ Crores of Revenue) Market based approach	13.93	16.60	18.45
Scope 1 & 2 Emissions Intensity (tCO ₂ e/₹ Crores of Revenue) Location based approach	15.38	16.60	18.45

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

² Scope 2 emissions (tCO₂e) from purchased electricity were calculated using location-based grid emission factors specific to regions: the Central Electricity Authority of India for India, the US Environmental Protection Agency for Emissions & Generation Resource Integrated Database (eGRID) regions, and Canada's greenhouse gas offset credit system as per government publications. Purchased steam calculations were based on the Department for Energy Security and net zero GHG conversion factors for the Company reporting for the UK.

GHG Scope 3

Scope 3 Categories	Total Emissions (tCO ₂ e)		
	FY2025	FY2024	FY2023
Category 1: Purchased Goods and Services	2,13,221	1,91,060	1,37,241
Category 2: Capital Goods	7,937	14,917	12,267
Category 3: Fuel- and Energy-Related Activities (Not Included in Scope 1 or Scope 2)	35,987	40,854	41,150
Category 4: Upstream Transportation and Distribution	88,273	1,00,368	1,07,535
Category 5: Waste Generated in Operations	350	633	2,329
Category 6: Business Travel	2,297	2,473	2,082
Category 7: Employee Commuting	11,699	10,941	13,008
Category 8: Upstream Leased Assets	1,496	976	1,600
Category 9: Downstream Transportation and Distribution	6,182	9,378	7,862
Category 10: Processing of Sold Products	8,376	6,718	5,977
Category 11: Use of Sold Products	1,14,359	1,13,702	1,11,731
Category 12: End-of-Life Treatment of Sold Products	175	5,742	6,473
Category 15: Investments	728	1,897	1,384
Total Emissions	4,91,081	4,99,659	4,50,639



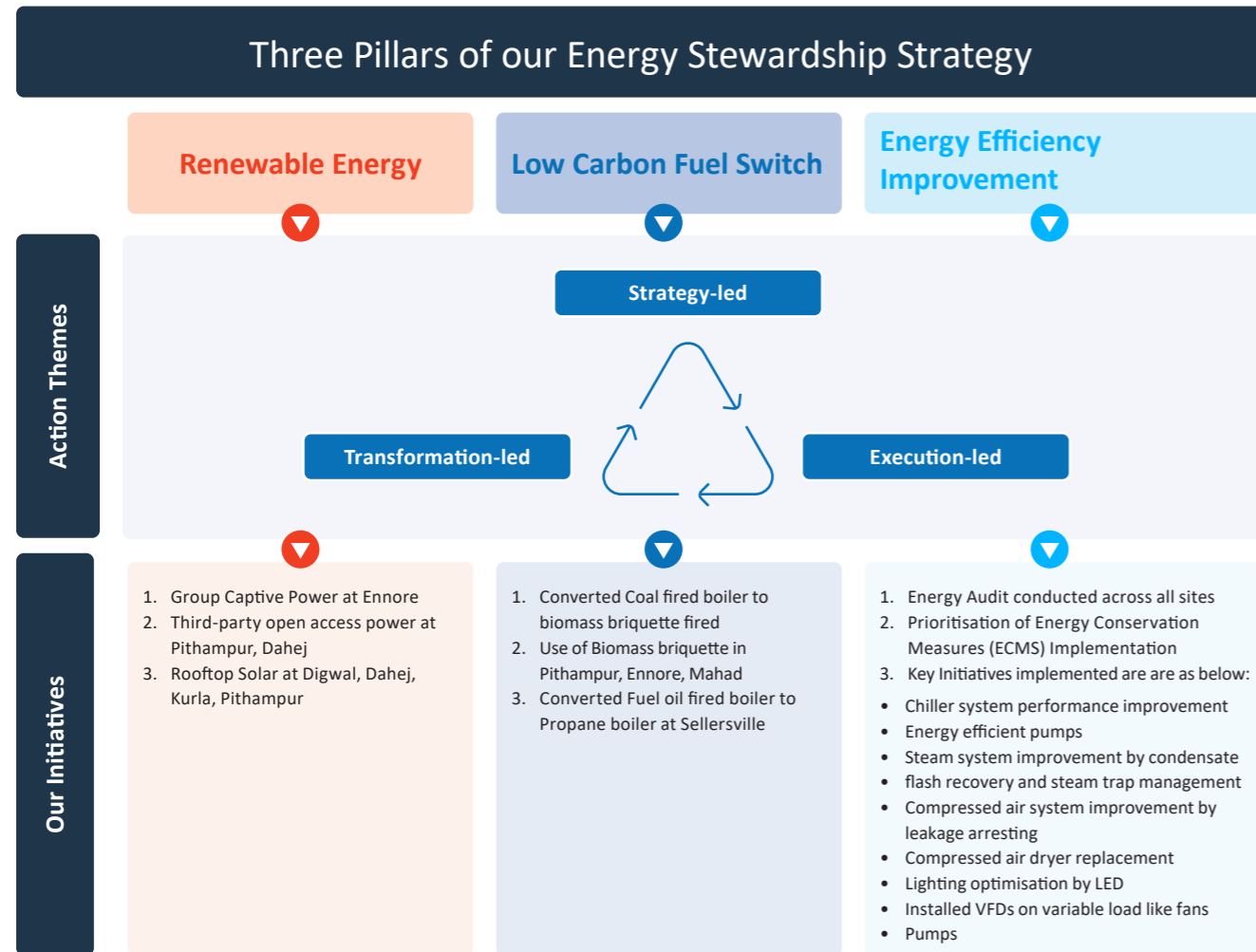
"Sustainability is no longer a distant goal — it's a strategic imperative. By accelerating our transition to renewable energy, low-carbon fuel and smart energy systems, we are not only reducing emissions but reshaping the future of responsible manufacturing."

Mayank Mattu

Senior Vice President and Global Head – Engineering and Projects

Energy Management

PPL is dedicated to operating responsibly, with a strong commitment to environmental stewardship. Our energy stewardship efforts are driven by three key focus areas: moving towards a low-carbon fuel, increasing the share of renewable power sources, and strengthening our energy efficiency programmes. Through these priorities, we aim to reduce our overall emissions, improve energy performance across our facilities, and support the transition to cleaner and more sustainable operations.



Biomass boiler, Pithampur, India

During the year, we invested in a series of projects aimed at reducing energy consumption, improving process performance, and increasing the share of renewable energy in our overall energy mix. Regular energy assessments and site-level reviews help us identify specific areas for improvement, allowing us to implement targeted actions.

In FY2025, the energy intensity was 154.91 GJ/₹ Crore of Revenue

Decarbonisation Journey

- Total 285690 GJ (20.2% of total consumption) of energy sourced/generated through renewable energy excluding IRECs
- Conversion of the coal-fired steam boiler at the Digwal facility to operate on biomass briquettes, resulting in 70,526 GJ of renewable energy usage.
- Sourced 6,719 GJ of solar-wind hybrid power through group captive power at Ennore
- Sourced 32734 GJ of renewable power through third-party open access at Pithampur & Dahej
- Generated 12982 GJ of renewable energy from EFW (Waste to Energy)
- Conducted energy audits to identify opportunities for savings and improve energy use across our sites

Decarbonisation Initiative

Low-carbon Fuel Switch

Conversion of Coal-fired Steam Boiler to operate on Biomass Briquettes:

In December 2024, we completed the conversion of the coal-fired steam boiler at our Digwal facility to operate on biomass briquettes, a renewable

fuel source. This shift marks a key step in our decarbonisation efforts and is projected to reduce greenhouse gas emissions by around 24,000 tCO₂e annually, accounting for nearly 17% of our total emissions. In FY2025, this initiative contributed to a reduction of 9,464 tCO₂e emissions starting from the month of implementation, supporting our broader emission reduction targets.

14.08%

Total Energy Sourced from Bio-Briquettes/Biomass

Fuel Conversion at Sellersville Facility:

The Sellersville facility completed the conversion of its boiler fuel from fuel oil to propane gas, a lower-carbon alternative. The propane combustion emits fewer greenhouse gases and air pollutants, contributing to improved air quality and reduced environmental impact compared with fuel oil. The full impact of this conversion will reflect in the next year's emission results, further advancing our decarbonisation efforts.

Renewable Energy Sourcing

Our efforts are directed towards increasing the share of renewable energy across sites through multiple pathways, including group captive power projects, third-party open access models, rooftop solar installations, and energy from waste solutions. These initiatives help lower dependence on conventional energy sources and contribute to our broader decarbonisation goals.

Ennore: Sourcing solar-wind hybrid power through group captive power models

In FY2025, the site received 6,719 GJ of renewable power after its implementation in October 2024,

resulting in a reduction of 1357 tCO₂e emissions. The project is expected to supply approximately 19,800 GJ of renewable energy annually, with an estimated annual emission reduction of 4,342 tCO₂e. By FY2026, the renewable energy contribution at the site is projected to reach 39% of total power consumption.

Dahej & Pithampur: Sourcing renewable power through third party open access models

At Dahej, renewable power is being sourced through a Third-party project starting October 2024. In FY2025, the site received over 8,174 GJ of renewable energy, leading to a reduction of 1,651 tCO₂e emissions. With this initiative, the share of renewable power at Dahej is expected to increase from 17% to 65%, with an estimated annual emission reduction of 4,342 tCO₂e.

At Pithampur, renewable power procurement began in September 2024 through a third-party solar project. The site received over 4,402 GJ of renewable power in FY2025, resulting in an emission reduction of 889 tCO₂e. The renewable power share at Pithampur is projected to grow from 36% to 48%, with an estimated annual emission reduction of 1,176 tCO₂e.

Digwal: Installation of Rooftop solar system

At Digwal, a 240 kWp rooftop solar system was installed in April 2024 to support on-site renewable energy generation. In FY2025, the system generated approximately 607 GJ of renewable power, contributing to a reduction of 123 tCO₂e emissions. This initiative strengthens our efforts to expand clean energy use within our operations.



Sustainability is not an option for PPL, it's our fundamental belief and right thing to do for customers, innovation and growth."

Ganesh Tripathy

Senior Vice President and Global Head – Sustainability and EHS

Responsible Operations

Purchase GDAM power through Indian Energy Exchange (IEX) at Digwal

At the Digwal site, PPL began sourcing power through the Green Day Ahead Market (GDAM) on the IEX to enhance the use of renewable electricity. This initiative has reduced carbon emission by 880 tCO₂e in FY2025.

Renewable Energy from EFW at GRM

At the Grangemouth site, approximately 80% of the total energy demand is met through Energy from Waste (EFW), reinforcing the site's shift towards renewable energy sources.

International Renewable Energy Certificates (IREC) Purchase

At the Digwal site, IRECs were procured to replace a portion of non-renewable energy consumption with renewable sources, reinforcing the site's decarbonisation strategy. A one-time purchase of 65,880 GJ of IRECs was made, which is expected to increase the site's renewable power share by 11% and result in an estimated emission reduction of 13,304 tCO₂e.

Energy Assessment and Improvement Programme

Our Company carried out detailed energy audits in all operational sites.

These audits are focused on finding opportunities to reduce energy use and improve energy performance across our facilities.

Based on these findings, a detailed roadmap has been established to guide actions across sites, with a focus on both immediate and long-term measures.

Our Company has taken forward several key efforts to improve energy management, with a focus on quick wins and timely execution of projects.

Energy Saving Initiatives at various Sites in FY 2025

Site	Energy Saving Initiative	Objective	Impact	Operational Benefit	ESG Linkage	Innovation Element
PDS	<ul style="list-style-type: none"> Replaced old chiller with a VFD-controlled chiller 	Reduce GHG emissions and improve energy efficiency	GHG reduction, Energy efficiency	Enhances thermal comfort and reliability		VFD-controlled chiller for optimised part-load performance
Mahad	<ul style="list-style-type: none"> Adjusted the temperature set point of the chiller Installed a new energy-efficient chiller Replaced two pumps with high-performance energy-pumps Introduced air leakage detectors in the compressed air system Carried out systematic steam trap management 	Optimise thermal systems, cooling performance and reduce energy loss	Energy efficiency, process optimisation	Reduces energy waste, enhances system life		Air leakage detectors and steam trap management
Digwal	<ul style="list-style-type: none"> Replaced condenser and evaporator tubes in chillers Optimised compressed air leakages Upgraded nitrogen plant with CMS and CAM timer Installed VFDs on cooling pumps Installed HRU/ Economiser on boiler 	Improve plant-level thermal and electrical efficiency	Energy Efficiency, GHG Reduction, Process Optimisation	Energy efficiency, GHG reduction, Process optimisation		HRU, portable detection tools, PLC-based CAM timer
Digwal – PCC	<ul style="list-style-type: none"> Installed smart motion sensors Optimised chilled water pump with VFDs Installed VFDs on cooling tower motors 	Automate and optimise cooling and lighting systems	Energy efficiency, Smart control	Improved operational control and energy savings		Smart sensors and integrated VFDs

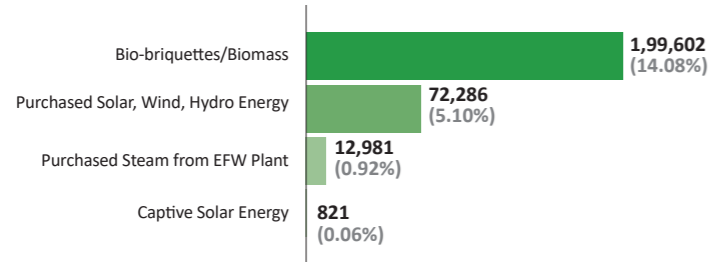
Site	Energy Saving Initiative	Objective	Impact	Operational Benefit	ESG Linkage	Innovation Element
Ennore	<ul style="list-style-type: none"> Optimised brine chillers Installed LED lighting Applied ceramic coating on pumps Installed VFDs on boiler ID fans 	Improve equipment efficiency and reduce electrical load	Energy efficiency, Maintenance reduction	Improved lighting quality and reduced mechanical wear and tear		Ceramic coating and LED integration
Turbhe	<ul style="list-style-type: none"> Improved brine chiller Optimised HVAC in fume hoods Installed centralised UPS system 	Enhance cooling, HVAC, and steam system energy performance	Thermal efficiency, Energy Optimisation	Reliable energy backup, better temperature and safety control		Centralised UPS, HVAC
Morpeth	<ul style="list-style-type: none"> Replaced purge-type air dryers with energy-efficient dryers 	Optimise compressed air system performance	Energy efficiency, Utility Optimisation	Lower compressed air system energy load		Upgraded energy-efficient dryer technology
Pithampur	<ul style="list-style-type: none"> Optimised cooling towers Replaced AHU blower with EC+ blower Installed 150 HP pump replacing two 100 HP 	Improve energy use efficiency across utilities	Energy efficiency	Lower operational energy costs		EC+ blowers, Enabled upgrades
Dahej	<ul style="list-style-type: none"> Replaced chilled water pumps, installed Flash and condensate recovery system and deaerator to enhance steam-to-fuel ratio and reduce natural gas consumption 	Reduce natural gas usage and optimise thermal systems	Fuel efficiency, Energy Optimisation	Enhanced boiler efficiency and stable energy flow		Automatic pumping trap and flash recovery integration in boiler system



New compressed air dryer at Morpeth, UK

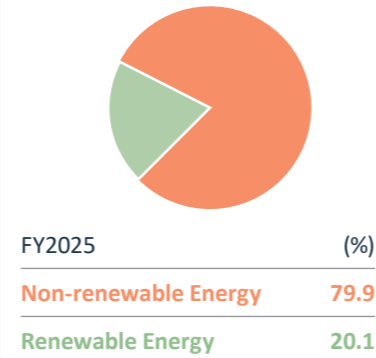
Responsible Operations

Renewable Energy Mix in FY2025 (in GJ)

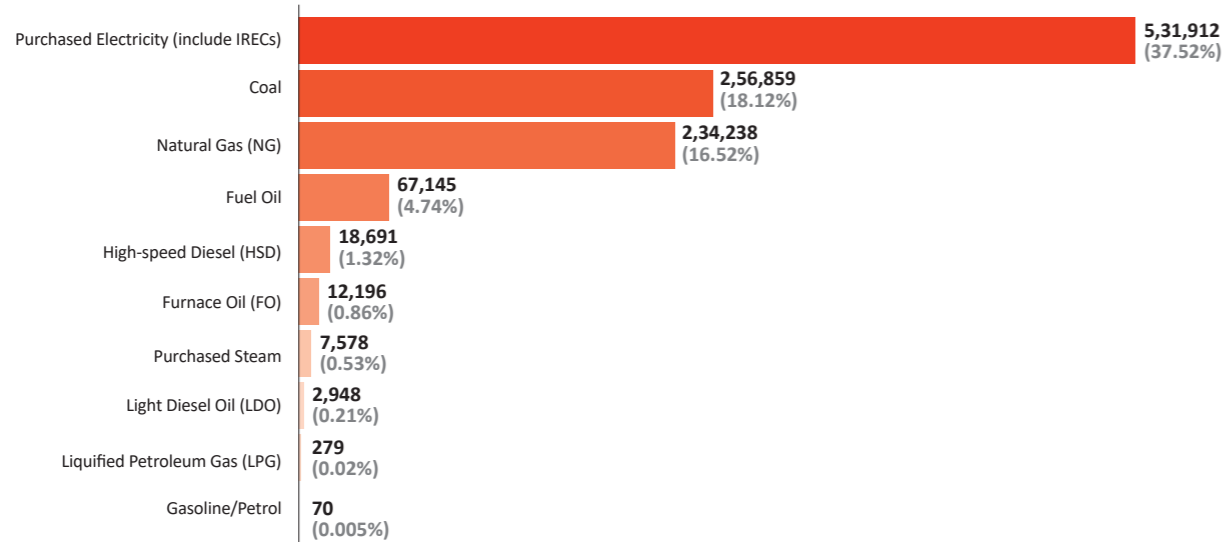


The total energy consumption from renewable sources is 285,690 GJ.

Total Energy Mix (%)



Non-renewable Energy Mix (in GJ)



The total energy consumption from non renewable sources is 1,131,916 GJ.

Case Studies

Transition to Biomass Briquettes for Steam Generation at Digwal

Previous Scenario

The Digwal facility relied on coal-fired steam boilers for meeting its steam requirements. Coal, being a fossil fuel, contributed significantly to the site's greenhouse gas emissions and was a key barrier in reducing the site's carbon footprint. With rising expectations for cleaner energy use and the company's ongoing focus on low carbon operations, the need to shift to a cleaner fuel source became increasingly clear.

Our Approach

In December 2024, the coal fired boiler at Digwal was converted to operate on biomass briquettes, an alternative fuel made from organic agricultural waste. This change allowed the site to switch from coal to a renewable source of energy, contributing to the Company's renewable fuel adoption goals. The boiler conversion was carried out while ensuring operational continuity and adherence to performance standards for steam supply.

Outcome

The conversion is projected to reduce greenhouse gas emissions by around 24000 tCO₂e annually, accounting for nearly 17% of the company's total emissions. From the month of implementation, the initiative led to a reduction of 9464 tCO₂e in FY2025.

Award and Recognition

In recognition of this step, the company received the Project of the Year award in the Carbon Reduction category at the SolarQuarter State Leadership Awards 2025, Telangana.



Biomass boiler at Digwal, India

Case Studies

Solar-powered Electric Vehicle (EV) Charging System at Pithampur

Previous Scenario

With increasing adoption of electric two-wheelers by employees, there was a growing need to provide reliable and sustainable charging infrastructure at the Pithampur site. Conventional charging systems depended solely on grid electricity, adding to non-renewable energy consumption and associated emissions. This created a challenge in supporting clean mobility in alignment with the Company's environmental goals.

Our Approach

A rooftop solar-powered EV charging station was installed at the Pithampur facility to promote sustainable mobility. The system is powered by a 10 KW solar plant, designed with a dual-source configuration that allows charging through both solar energy and company-supplied power. It includes three charging points, enabling simultaneous charging of up to three two-wheelers, and is built for 24-hour operation to ensure continuous access for employees.

Outcome

The initiative supports clean energy use by reducing dependence on grid electricity and contributes to lowering the site's carbon footprint. It encourages the use of electric vehicles among employees by providing a convenient and green charging solution. The long-term design of the system, with an expected life of over 25 years, ensures ongoing environmental benefits while promoting responsible energy use and employee well-being.



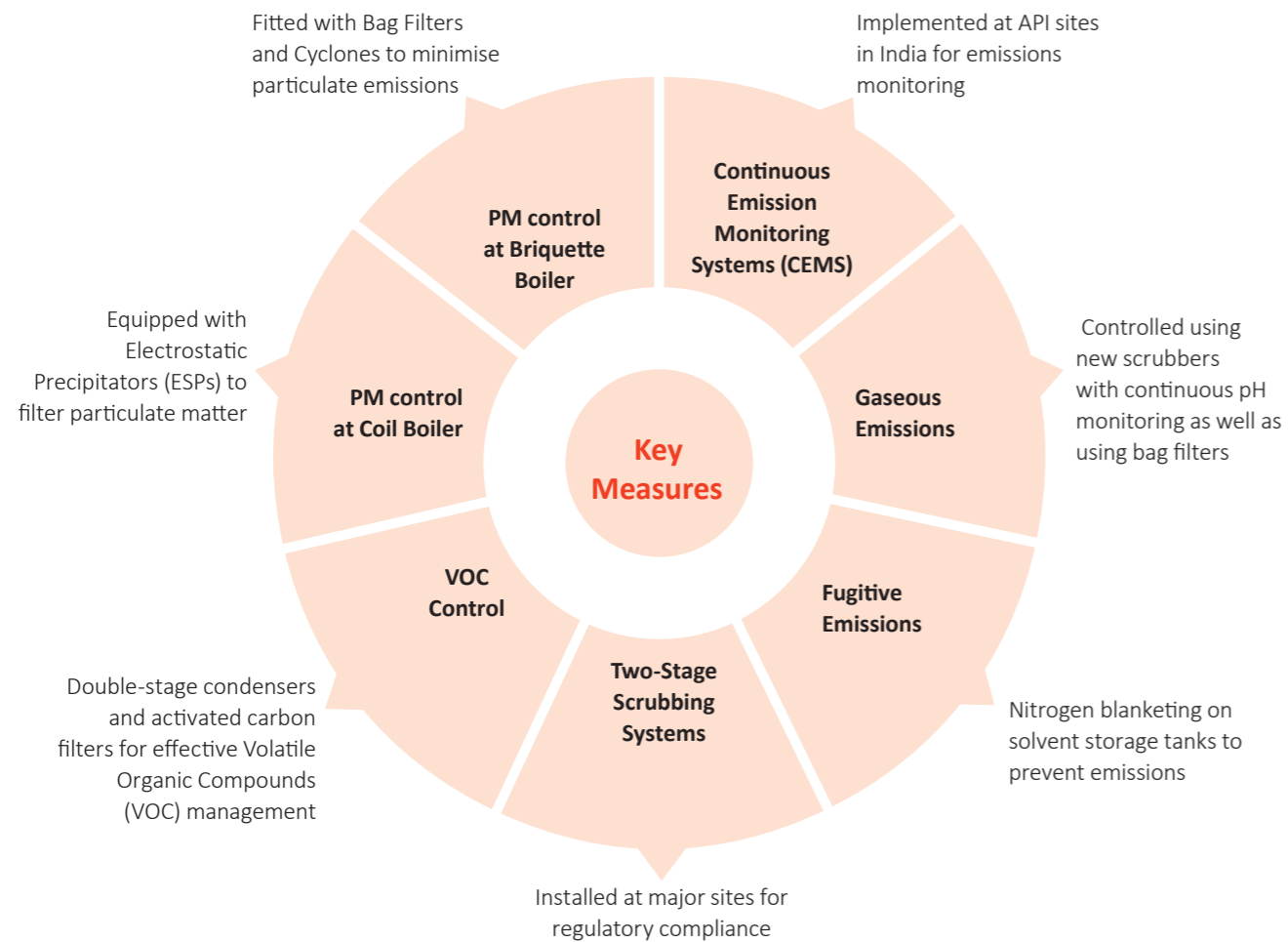
Electric Vehicle Charging Station at Pithampur, India

Responsible Operations

Air Emissions

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

Key Measures Implemented for Air Emission Control



We have focused on using safer, less toxic substances across our operations by applying green chemistry principles. This approach helps lower the risk of harmful emissions and supports our broader commitment to sustainability. Through these efforts, we continue to strengthen our environmental responsibility while promoting the well-being of people and the environment.



"Sustainability is not a choice for the future – it's a responsibility in the present."

Manoj Zalpuri
Executive Vice President, NA Operations, PPS

Noise Pollution

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

Key Noise Control Measures Implemented

- Power Generating Sets:** Acoustic insulation has been installed to absorb and reduce noise generated by power generating equipment, helping to minimise noise pollution.
- Equipment Noise Control:** Enclosures and barriers have been fitted around noisy equipment such as compressors and pumps to contain and reduce noise emissions.

Noise Control Considerations

Work areas have been planned with noise control in mind, ensuring that operations are carried out in locations designed to mitigate noise impact.

Employee Safety

High-quality hearing protection devices, such as earplugs and earmuffs, are provided to employees working in areas with significant equipment noise.

Noise Impact Minimisation

Equipment has been strategically located in areas that minimise noise impact on work areas and surrounding environments.

Biodiversity

At PPL, we place strong emphasis on biodiversity and its role in supporting a sustainable future. We incorporate biodiversity considerations into our planning and operations through responsible land use, site-level habitat enhancement initiatives, and actions aimed at protecting vulnerable species. Efforts are directed toward maintaining ecological balance and preserving areas with rich biodiversity, adopting green technologies and sustainable production methods to limit environmental impact.

Most of our Company's manufacturing operations are located within notified industrial estates, reducing the risk of significant impact on biodiversity. To avoid any adverse effects from future business activities, PPL has committed to ensuring that no new production sites will be established near protected areas, especially those that are critical for vulnerable species and regions with high biodiversity value.

33%

PPL's plot in India area covered with green belt

2,000+

Saplings planted

Our Company continues to identify opportunities to enhance green cover within its facilities. In India, PPL has successfully developed a green belt that covers around 33% of its plot area. This initiative is being further strengthened through internal plantation drives aimed at increasing green cover density. As of FY2025, the Company planted over 2000 saplings and continue tree plantation drives guided by comprehensive surveys and soil characterisation studies. We remain committed to minimising our environmental impact and promoting sustainable practices across our sites. Additionally, we have launched social

forestry initiatives on available vacant lands within our sites and leased land where feasible.

During the year FY2025, we have implemented social forestry outside our sites at Dahej, PDS and PPDS. For FY2026, PPL has set a goal to plant 4,000 saplings across its Indian sites, with additional opportunities identified on vacant land for future plantation efforts.



Water Stewardship and Waste Management



Water treatment plant at Pithampur, India

36,500 KL

Water saved by implementing micro projects

2,150 MT

Of hazardous waste generated diverted for co-processing

Zero

Hazardous waste to landfill

5,13,488 KL

Water Consumed during reporting year

Water Stewardship

PPL recognises the vital importance of water conservation and is committed to adopting responsible and sustainable water management practices across its operations. As part of this commitment, the Company has initiated a Comprehensive Water Use Assessment (CWA) at its sites in India and the UK, with ongoing evaluations underway in North America.

We are committed to responsible water stewardship through the reduction, recycling, reuse, and sustainable management of water resources. A comprehensive water management strategy has been implemented across all operations to minimise our environmental impact. This includes optimising water usage, treating and recycling wastewater, and ensuring sustainable water use throughout our processes.

All our facilities are located within designated Industrial Development Corporation (IDC) areas and comply with government-mandated effluent discharge norms. Wastewater is treated and disposed of through authorised Common Effluent Treatment Plants (CETPs), ensuring adherence to Central and State Pollution Control Board standards.

Comprehensive Water Use Assessment (CWA)

The CWA is aimed at identifying opportunities to reduce water use and develop targeted strategies for improving water management across sites. It supports both short-term improvements and long-term investments by focusing on a range of initiatives, including micro projects, quick wins, and larger Capital Expenditure (CapEx) projects.

Micro Projects and Quick Wins (Reduce, Reuse, and Recover)

Through the Reduce, Reuse, and Recover approach, PPL has identified and implemented site-specific micro projects that have contributed to measurable water savings. In parallel, the Company is progressing with

several long-term CapEx projects that involve adopting new technologies and upgrading infrastructure to enhance water reuse and recycling capabilities across its operations.

Reduce, Reuse, and Recover – Micro Projects Implemented

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

Type of Source (KL)	FY2025	FY2024	FY2023
Ground water	1,38,636	1,34,832	1,82,811
Third-party water	7,27,788	8,93,141	7,50,221
Rainwater/Others (Catchment water and other sources)	26,958	24,292	38,702
Total water withdrawn	8,93,382	10,52,265	9,71,734

Zero Liquid Discharge (ZLD) Plants (Recycle)

API sites in India have adopted Zero Liquid Discharge (ZLD) systems as part of the Company's ongoing water conservation efforts. These systems enable complete recycling of treated water back into utility processes, significantly reducing wastewater generation and the demand for fresh water. During the year, 153,524 KL of treated water was reused, resulting in an equivalent reduction in freshwater withdrawal.

Currently, 44% of all Indian sites under PPL are covered by ZLD systems with the Rabale, Dahej, Ennore, and Digwal plants operating with ZLD facilities.

Rainwater Collection and Reuse

The Company collected 20,779 KL of rainwater, which was treated and reused in utility operations. This helped offset the use of fresh water, supporting the Company's broader goal of reducing freshwater dependency.

Initiatives Undertaken

- Treated and reused rainwater and sanitisation water as boiler feed, reducing freshwater consumption by 16,027 KL at Digwal location
- Set up a new facility to treat and reuse reject water for non-critical purposes like cleaning and gardening at Turbhe site
- Installed a more efficient reverse osmosis system, reducing RO water consumption and related effluent discharge
- Reused treated rainwater and sanitisation water in boilers to support water conservation
- Reused purified water reject for cleaning and gardening to reduce reliance on fresh water

2,10,803 KL

Total water saved during the reporting year



Pithampur, India

Success Stories

Optimising Water Efficiency

Problem

Boilers are essential for producing steam used in heating equipment. Previously, steam condensate was discharged to the Effluent Treatment Plant (ETP), leading to high freshwater consumption and increased fuel usage.

Solution

Condensate recovery systems were installed at key locations to collect hot condensate. This recovered

condensate was redirected to the boiler feed water tank for reuse in steam generation.

Results

A considerable portion of the condensate was recovered and reused, resulting in reduced freshwater consumption. Reusing hot condensate improved boiler performance, enhanced the steam-to-fuel ratio, and lowered boiler fuel consumption annually.

Responsible Operations

Waste Management

PPL has established waste management guidelines under which each site follows specific Environment, Health, and Safety (EHS) procedures. A structured programme is in place to identify different types of waste and monitor the quantities generated and disposed of, ensuring compliance with local regulations.

In FY2025, all hazardous waste generated was diverted from landfills. Disposal methods included co-processing, recycling, and incineration. Some hazardous wastes were treated or recycled by leveraging their chemical properties or calorific value. As part of waste minimisation efforts, Pithampur site has commissioned paddle dryer to reduce moisture in sludge reducing waste generation for disposal.

Pre-Processing for Co-processing

To enhance the potential of certain hazardous wastes for co-processing, pre-processing techniques were applied to increase their calorific value. This approach supported the achievement of zero hazardous waste to landfill.

Non-hazardous waste was managed by directing it to authorised third parties for recycling. This practice supports the Company's sustainability goals and helps minimise environmental impact.

Zero Hazardous Waste to Landfill

One of the key achievements during the reporting year was the successful diversion of all hazardous waste from landfills, marking a significant step toward the Company's goal of responsible waste management and successfully meeting the target of zero hazardous waste-to-landfill.

Waste Generated

Waste Generated Waste Type	FY2025 (MT)	FY2024 (MT)	FY2023 (MT)
Non-hazardous Waste	9,896	8,342	2,787
Hazardous Waste	15,605	10,288	12,645
Total Waste Generated	25,501	18,640	15,433

In FY2025, 2,150 MT of hazardous waste generated was diverted from disposal and sent for pre-processing and co-processing. Also, 1748 MT of hazardous waste generated was sent for incineration.

Success Stories

26%

Hazardous Waste Generated Sent to Recyclers/Processing

11%

Hazardous Waste Generated Sent to Incineration

Goal

During the reporting year, the Company set a clear goal to divert all hazardous waste from landfills and achieve zero hazardous waste-to-landfill.

Solution

The Company adopted a comprehensive waste management strategy that included strengthening recycling efforts, pre-processing low calorific value waste to make it suitable for co-processing, and applying appropriate treatment methods. This approach was supported by collaboration with specialised waste management partners and employee training on best practices for handling hazardous waste.

Result

The Company successfully diverted all hazardous waste from landfills, achieving its target of zero hazardous waste-to-landfill for the reporting year.

Environmental Impact

This achievement led to a significant reduction in the Company's environmental footprint and further strengthened its sustainability profile. It also ensured continued compliance with environmental regulations and reinforced the Company's commitment to responsible waste management.

Waste Segregation and Storage at Turbhe, India



Plant, Process, and Transport Safety

PPL is committed to ensuring the safety of all individuals associated with its operations, including directors, full-time and part time employees, contractors, subcontractors, and consultants, whether they are working within the plant, engaged in production activities, or involved in transportation. PPL regularly reviews its plant and process safety measures and follows established EHS and ESG policies.

The Company also ensures that all pharmaceutical compounds are transported and stored safely while our employees are also trained to safely handle and manage hazardous substances. Efforts are continuously made to reduce hazards in manufacturing processes wherever possible to prevent potential risks, to help prevent workplace accidents, production interruptions, and chemical spills.

The Company follows clearly defined protocols for labelling, storing, handling, and transporting hazardous substances. When starting new operations, modifying existing ones, or conducting periodic risk reviews, PPL follows a formal process to assess and document environmental risks in line with established hazard study guidelines. During the reporting period, there were zero incidents of workplace accidents, production disruptions, chemical exposures, or leaks.

Environmental Emergency Response Measures Disaster Management Preparedness

The Company has established a comprehensive Business Continuity Plan (BCP) to maintain the continuity of critical operations during disruptive events such as natural disasters, technological failures, or other significant incidents that may affect normal business functions. The plan addresses a range of emergency scenarios across the organisation and sets out a structured approach for response, rescue, and recovery.

As part of its business continuity efforts, the Company has installed automatic fire suppression systems supported by the Network of Volcanic and Atmospheric Change (NOVAC) system. This setup is designed to quickly contain and extinguish fires within designated areas, strengthening the overall safety and resilience of the facility.

Material Management

PPL handles a wide range of raw materials and substances as part of its business operations. The Company is committed to sourcing these materials from responsible and sustainable sources, while working to embed sustainability practices throughout its value chain. Emphasis is placed on using materials, products, and services that are environmentally and socially responsible, while ensuring performance, safety, and long-term value.

PPL also works to reduce the use of hazardous materials by optimising processes. This is achieved by redesigning and refining procedures to minimise the quantity of hazardous substances required. In addition, the Company uses advanced recovery systems to recover and reuse solvents within its processes, promoting responsible, and efficient resource use.

PPL's environmental approach is grounded in accountability, continuous improvement, and long-term sustainability. Through focused efforts in emissions reduction, responsible resource use, waste management, biodiversity protection, and climate action, the Company remains committed to reducing its environmental impact across operations. By integrating environmental responsibility into every stage of its value chain, PPL continues to support a cleaner, safer, and more resilient future.



STAKEHOLDER CENTRICITY



We focused on developing a skilled, engaged, and future-ready workforce, guided by our core value of 'Care' and ESG policy. Key initiatives included advancing diversity, strengthening leadership, aligning talent with business needs, and promoting employee well-being in line with global human rights and labour standards.

Focus Areas

Human Capital Management and Safety

- Covered 100% employees under ESG training
- Close to 60 women across India were nominated for EmpowerHer programme

Customer Centricity

- Achieved a customer satisfaction score of 85% for PPS and 87% for PCC
- Achieved a Net Promoter Score of 72 for PCC and 55 for PPS

Community Development

- Established 4,300 Gram Panchayat Planning and Facilitation Team (GPPFT) forums and supported panchayat-led Gram Sabhas in over 3,000 Panchayats
- Implementing inclusive education programmes across 14 PVTG blocks and 300 Panchayats in Jharkhand to enhance learning outcomes for tribal children

20%

Of the Global Workforce are Women

18.63

Hours of Safety Training per Employee and Worker

₹5.34 Crore

Spent on CSR Initiatives

63.3%

Of Campus Hires are Women

29

Top Leaders of the Organisation Successfully Completed the Summit Crest Journey

UN SDGs Impacted



Stakeholder Centricity

Human Capital Management and Safety

At PPL, Human Capital Management is a strategic enabler in shaping a skilled, engaged, and future-ready workforce. PPL's core value of 'Care' is reflected in our approach to human capital management, guided by a comprehensive ESG policy. This policy underscores the importance of embracing employee diversity across backgrounds, ethnicities, skills, and perspectives.

We are committed to creating a fair and positive work environment, anchored in our Global Human Rights Statement and aligned with internationally recognised labour standards. Our focus lies in aligning talent development with business priorities through structured policies, robust performance management systems, and employee-first initiatives. We continue to strengthen leadership pipelines, foster inclusion, and promote employee well-being ensuring long-term, sustainable organisational success.



Our People: A Glimpse

7,126

Total Permanent Workforce

532

Permanent Workers

2,814

Non-Permanent Workers

1,325

Women as Permanent Employees

6,594

Permanent Employees

166

Non-permanent Women Employees

77%

Of the Workforce is based in India

91.3%

Employees are In Junior Management

305

Non-permanent Employees

Total workforce

Employee Category	Total Number	Age Group (no.)			Gender (no.)	
		<30 Years	30-50 Years	>50 Years	Male	Female
Permanent	6,594	1,708	4,126	759	5,269	1,325
Contractual	305	256	22	27	139	166
Total	6,899	1,964	4,148	786	5,408	1,491
Management Category						
Junior Management	6,021	1,703	3,743	574	4,813	1,208
Middle Management	521	5	370	146	410	111
Senior Management	52	0	13	39	46	6



At Piramal Pharma, our people-centric approach to sustainability is deeply embedded in our culture and values. Through our continued focus and collective commitment to fostering a culture of inclusion and belonging where everyone feels accepted and supported, we have achieved an equitable employer status. By cultivating an inclusive work environment, promoting awareness, and strengthening progressive leadership, we are building a more resilient and future-ready organisation where every employee is valued for their unique strengths, experiences, and perspectives."

Puneet Rajput
Chief HR Officer

Stakeholder Centricity

Talent Growth and Mobility Our Hiring Process

PPL promotes equal opportunity and maintains transparency in its hiring practices, ensuring candidates are evaluated solely on merit, without discrimination based on age, gender, race, religion, or any other status. We attract top talent from leading institutions and organisations through a structured and inclusive recruitment process.

Our recruitment process is fully automated through the Oracle Recruiting Cloud, guided by defined Standard Operating Procedures (SOPs). Online assessments, including psychometric and reasoning tests, are used to evaluate candidates, and interview feedback is systematically reviewed.

An independent third party conducts regular audits of recruitment processes and controls. Key hiring metrics, such as sourcing-to-selection ratios, sources of hiring and turnaround times, are tracked using Qlik Sense, and reviewed periodically by business leaders. Background verification is conducted via external agencies in accordance with local regulations, including age verification at the time of appointment. As the process is digital, PPL does not retain original hard copies of candidate documents.

Retention and Attrition

PPL adopts a comprehensive and integrated approach to employee engagement and development, serving as a critical enabler in talent retention while strengthening organizational resilience and adaptability. PPL conduct a comprehensive review to identify and develop internal talent for critical roles. Our Career Opportunity Programme (COP) supports internal mobility and professional growth by creating a structured internal job market.

In FY2025, the Company reinforced its commitment to talent development, with approximately 10.4% of employees being promoted through the year-end review process and 22.7% of open roles filled through internal mobility.



The Company reported 1,970 new hires in its workforce which accounted for 28.4% of new hires in FY2025.

New Hires

Category	Age-wise			Gender-wise	
	<30 Years	30-50 Years	>50 Years	Male	Female
Permanent Employees					
Junior	992	814	57	1,368	495
Middle	1	81	20	77	25
Senior	0	3	2	5	0
Permanent Workmen	0	0	0	0	0
Total	993	898	79	1,450	520

To prepare employees for advanced roles, we focus on upskilling and capability enhancement initiatives.

This year, the Company reported a 22.8% turnover rate among its permanent workforce, with voluntary attrition accounting for 16.7%.

Employee Turnover

Category	Age-wise			Gender-wise	
	<30 Years	30-50 Years	>50 Years	Male	Female
Junior	654	691	94	1,181	257
Middle	0	63	35	74	24
Senior	0	0	5	4	1
Workmen	1	2	23	24	2
Total	655	756	157	1,283	284

Performance Evaluation

At PPL, performance appraisal is driven through a structured system comprising goal setting, mid-year reviews, talent reviews for middle management and above, as well as year-end reviews. The goal-setting process follows a top-down approach to ensure alignment across all levels.

Monitoring and Measuring KPIs

- Financial and profitable goals
- Customer and people centricity
- Internal processes
- Quality
- EHS
- ESG
- Compliance

At PPL, our Performance Improvement Plan (PIP) helps employees bridge performance gaps by identifying challenges and equipping them with the tools and support needed to meet organisational expectations. We recognise that employee engagement is deeply linked to the professional development of employees. Career development of employees is actively supported through structured Talent Management practices like Talent Review & Succession Planning process, Individual Development Plan (IDP) creation and Check-in Connects. We ensure that all our and workers receive performance and career development reviews. In FY2025, 100% of employees received a regular performance and career development review.

Total No. of Employees receiving performance and career development reviews

Employee Category	Male	Female	Total
Top Management	1	1	2
Senior Management	42	5	47
Middle Management	392	106	498
Junior Management	4,522	996	5,518
Contract	N/A	N/A	N/A

Employee Engagement

PPL fosters a culture of inclusion and belonging through a holistic employee engagement strategy that combines virtual and in-person activities, festive celebrations and structured recognition programmes. Initiatives such as Family Day, annual events, local festival celebrations, sports events and business milestone recognitions strengthen workplace camaraderie across sites. Quarterly recognition initiatives like the R&R programme, along with the prestigious annual PPL Chairperson Award, further

contribute to building a motivated workforce. Additionally, site-level calendars ensure the celebration of local events and long service awards in alignment with global recognition standards.

Employee feedback also plays a central role in shaping our engagement efforts. The biennial Prism survey captures insights on both satisfaction levels and areas for improvement, while new hires and exited employees participate in dedicated surveys to inform continuous enhancements.

At PPL, we understand that employee engagement entails personal and professional development of employees. Career development of employees is actively supported through PLU learning programmes, structured talent management and regular talent reviews. Consistent internal communication is maintained through global town halls, skip-level meetings, leadership connect forums, site-specific reach-out sessions and regular internal emailers. These initiatives reflect PPL's commitment to creating positive, inclusive and engaging employee experiences.



Stakeholder Centricity

Rewards and Recognition

At PPL, we believe our people are our greatest asset. Our R&R programmes celebrate excellence and teamwork, while building a culture where people feel valued, appreciated and proud of their contributions.

PPL is an equal opportunity employer where all employment decisions are based on the merit of candidates. Our R&R framework is designed to acknowledge diverse contributions, from everyday acts of support to transformative business impact. Tailored to reflect the unique cultural and operational nuances across geographies, these programmes ensure relevance and resonance at every level.

Recognition at PPL takes multiple forms

- **Gratitude Notes and Thank You Cards:** Simple yet powerful expressions of appreciation for colleagues who go above and beyond in their daily roles
- **On-the-Spot Awards:** Spontaneous recognition for individuals who demonstrate outstanding initiative or deliver exceptional results in real-time
- **Quarterly Excellence Awards:** A structured, performance-driven initiative that recognises individuals and teams making profitable, time-efficient and sustainable impact. Employees are encouraged to self-nominate, with winners evaluated and selected by leadership at each location

Our R&R programmes not only boost employee morale and engagement but also aligns our workforce with the broader organisational vision and values, fostering a culture of appreciation, ownership and continuous growth.

Celebrating Excellence: PPL Chairperson's Awards

At the pinnacle of our recognition framework lie the Chairperson's Awards, our most prestigious award. These awards honour employees who exemplify our core values and create enduring, positive impact on the organisation. The Chairperson's Awards reflect our belief in purpose-led performance and stand as a symbol of excellence across PPL.

Introduced in 2022, the PPL Chairperson's Award is the Company's highest recognition, celebrating exceptional contributions that inspire and set new standards of excellence. This structured and inclusive approach ensures that achievements at all levels are acknowledged, reinforcing a culture of appreciation, motivation and sustained performance.

Now in its third year, the FY2025 edition of the Chairperson's Awards received an overwhelming response, with 493 nominations, 255 individual nominations and 238 team nominations, representing a record-breaking 1,534 employees across PPL.

Following a five-step selection process, 21 individuals and 6 teams (comprising 60 winners in total) were honoured for their outstanding contributions. The

winners were felicitated at regional ceremonies in Sellersville, Grangemouth and Mumbai, in the presence of their family members. The awards were presented by Chairperson Ms. Nandini Piramal, CEOs, Site Heads, and Managers, making the celebration even more memorable. 60 winners identified out of 493 nominations after a thorough evaluation process.

Capturing the Voice of Employees

PPL recognises that actively listening to employees is fundamental to building a conducive, engaged and high-performing workplace. As part of this ongoing commitment, the Company conducted its second Prism Employee Engagement Survey in partnership with Kincentric, a global expert in organisational culture and employee engagement.

The survey saw strong participation, with a response rate of 85% and an engagement score of 68%. Key strengths and areas for development were identified, forming the basis for targeted action plans. The senior leadership and HR teams are working collaboratively to address these areas, with the goal of continuously improving the employee experience and solidifying PPL's position as an employer of choice.

By acting on employee feedback and driving meaningful change, we are building a culture that supports both individual and organisational success.

Employee Benefits

PPL is committed to providing comprehensive benefits that go beyond statutory compliance. Our utmost priority is to ensure the safety, well-being, and financial security of our employees across geographies. In India, enhanced offerings include Future Service Gratuity, Term Insurance, Flexible Benefit Pay and Paternity Leave to support family needs. Core benefits such as Group Medical Insurance, Life and Disability Coverage, and Retirement Provisions are extended to all eligible employees globally, with 100% of employees earning above minimum wage receiving full coverage. Third-party contractual staff, who are not on PPL's payroll, are excluded from such benefits.

The Company also supports employee well-being through initiatives like Piramal Rx, a structured mental health and wellness programme active in India and North America, featuring a full-year calendar of activities. Daily welfare is further supported through subsidised transportation and canteen facilities, while work-life balance is promoted via a Flexi-work Policy and various employee connect programmes.

PPL rigorously ensures adherence to minimum wage laws and statutory mandates, with regular audits in place. The company typically provides a minimum of 12 weeks' notice, or a notice period in line with employment agreements, to employees prior to implementing significant operational changes that may substantially affect them. Temporary employees receive all mandated benefits as per local regulations, excluding specific programmes such as ESOPs and performance-based pay reviews.

Retirement Plans and Benefits

To provide long-term stability, PPL offers robust retirement benefits, including contributions to Provident Fund, Gratuity and Superannuation schemes. In FY2025, contributions included ₹102.7 Crore to the Provident Fund, ₹6.8 Crore to Gratuity, and ₹0.36 Crore to the Superannuation Fund.

Parental Support

Parental support leave is granted to all parents, irrespective of gender, under a dedicated parental support scheme. For FY 2024–25, the return-to-work rate stood at 100%, while the retention rate was 85%.

Employees Who Availed Parental Leave

	Male	Female	Total
Total number of employees who were entitled for parental leave	5,269	1,325	6,594
Total number of employees who took parental leave	249	55	304
Total number of employees that returned to work in the reporting period after parental leave ended	243	30	273
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work	215	34	249

Childcare and Flexible Work Support

PPL supports working parents by offering childcare assistance for employees with children under the age of six through in-house crèche facilities and partnerships with external providers. These services aim to create a supportive environment that enables employees to manage work and family responsibilities effectively.

To further accommodate the diverse needs of our workforce, PPL has implemented flexible work policies. These include remote working options, flexible working hours, shift-based schedules and compressed workweeks, depending on role requirements. The Company has established systems and guidelines to manage these arrangements efficiently, helping employees maintain a healthy work-life balance while ensuring operational continuity.

Employee Wellness Programmes

In FY2025, we further strengthened the Piramal Rx Employee Wellness Programme, reinforcing our commitment to creating a healthier, more positive and vibrant workplace. This holistic initiative is built on three key pillars: Physical, Mental and Financial Wellness, ensuring all employees receive well-rounded support.

With 150+ wellness initiatives conducted across these areas, we continuously promote employee well-being, upholding one of our core values of care. Our notable efforts this year included a sharper focus on financial literacy, preventive health measures and mental resilience workshops, among other key programmes.

Ratio of Basic Salary and Remuneration of Women to Men

Category	Units	Ratio of Basic Salary of Women to Men	Ratio of Total Remuneration of Women to Men
Senior Management	52	1.48	1.45
Middle Management	521	0.91	0.93
Junior Management	6,021	0.97	0.90
Workers	532	0.94	0.94



Stakeholder Centricity

Physical Wellness

Our Physical Wellness initiatives featured a range of engaging activities designed to promote healthier lifestyles across our locations.

Sports and Fitness – Employees participated in Volleyball and Throwball tournaments, Zumba sessions, and Yoga sessions to celebrate International Yoga Day. Additionally, National Walking Month was actively promoted, along with a Charity Football Match to encourage physical activity.

Health and Well-being – Employees handling bio-medical waste received Hepatitis B and Typhoid vaccinations. A Badminton court was also inaugurated at our Ennore site to encourage recreation and fitness. A Steps Challenge initiative motivated employees to increase their daily movement, reinforcing the importance of an active lifestyle.

Safety and Prevention – Employees attended basic self-defence training and an 'ErgoMastery' session focused on physical safety and workplace well-being.

Expert Health Talks – Conducted specialists-led informative sessions on heart health, arthritis awareness, chronic conditions like cholesterol, diabetes and SGPT, women's health and cancer awareness.

Mental Wellness

Our mental wellness initiatives focused on fostering awareness, resilience and holistic well-being through a series of thoughtfully designed sessions and activities.

Raising Awareness – Dedicated initiatives such as 'Time to Log Off: Tech and Screen Detox', 'Self-Care Day', and 'World Mental Health Day' encouraged employees to prioritise their mental well-being and adopt mindful habits.

Mindfulness and Stress Management

A Yoga and Meditation Training Session provided employees with guided yoga poses and mindfulness techniques to enhance both physical and mental wellness. Additionally, a mental well-being session created a safe space for open discussions and coping strategies. Session on 'Mind Works – Victory Begins in Our Mind' explored creative meditation techniques to cultivate a positive and resilient mind-set.

Financial Wellness

We remained committed to equipping our employees with the knowledge and resources to that will help them make informed financial decisions. A series of financial well-being sessions provided independent financial guidance on key topics, including 'Refresher Training on Finance for Non-finance', 'Financial planning and investment', 'Pension Well-being and Awareness', 'Mastering the Art of Smart Investing and Tax Savings', and 'Understanding Financial Products like Mutual Funds and SIP'.

Family day

PPL celebrated the second edition of Family Day, bringing employees and their families together for an in-person celebration across various sites. The event featured engaging activities such as MasterChef contests for adults, interactive pottery sessions, puppet and magic shows, and Warli art workshop. The interactive Discovery Zone at our Kurla office kept the kids entertained with STEM activities, while VR games, a captivating magician and a Talent Show allowed both employees and their loved ones to display their unique talents. A selfie booth added a delightful touch, capturing these cherished moments together. From singing performances and dynamic dance routines to hilarious comedy skits and kids' engagement activities, the event was a vibrant display of talent and entertainment across our sites.

With remarkable participation, Family Day was a memorable occasion for both employees and their loved ones. Beyond the festivities, it served as a meaningful expression of gratitude for the dedication of our employees and their families.



Won the ET Now Best Organisation for Women 2025 Award

Won the ET Now Best Organisation for Women 2025 Award

Developing Talent for Tomorrow

At PPL, employee development is integral to sustaining future growth and building a high-performance culture. A suite of targeted initiatives empowers individuals across various levels to strengthen their capabilities and leadership potential.

Piramal Leadership Series (PLS)

The Piramal Leadership Series comprises flagship role-based programmes tailored for employees based on their organisational bands. These structured learning journeys aim to develop leadership competencies aligned with Piramal Success Factors and are divided into three key levels:

PLS I: Leading Self

PLS II: Business & People Excellence

PLS III: Business & People Excellence

Each programme incorporates practical tools, action plans and growth-focused discussions, enabling participants to understand their current capabilities and build on essential leadership skills. In FY2025, 185 participants successfully completed this developmental journey, reinforcing our commitment to continuous learning.



Summit Crest is a bespoke leadership development programme designed specifically for select senior leaders to amplify their strategic and leadership presence for inspiring diverse stakeholders and energising them towards transformations that will shape the future of business.

Building the Leadership Pipeline

PPL's Talent Review and Succession Planning process covers over 500 employees across the middle, senior and top management levels, to identify successors for critical roles and identify gaps in organisational capabilities needs. High-potential talent is developed through dedicated programmes like Ignite.

In FY2025, participants in the Ignite programme embarked on a nine-month development journey, which includes functional stretch projects, executive coaching and access to world-class learning resources. In FY2025, 23 Ignitors successfully graduated from the Ignite Development Journey, demonstrating a strong commitment to leadership growth and capability building.

Summit: Senior Leadership Development

Summit is a bespoke Leadership Development Programme designed for senior leaders to amplify their strategic influence and social presence. It focuses on shaping agile, collaborative and innovative leadership to engage and inspire diverse stakeholders.

This year, 29 top leaders of the organisation successfully completed the Summit Crest journey. The programme contributed to the execution of six synergy projects under the OnePPL

82%

participants experienced noticeable skill enhancement



initiative and ensured strategic alignment for the five-year Long Range Plan through Direction, Alignment and Commitment. Key insights from the programme will be cascaded to the next level of 500 leaders.

To identify successors for critical roles and gauge the organisation's talent strength and capability needs, the talent review and succession planning process is conducted for 500+ employees across mid, senior and top management levels.

Stakeholder Centricity

Hours of Training and Development by Age

Category	Hours
Below 30 years	3,901
Between 30 to 60 years	44,691
Above 60 years	1,116

Hours of Training and Development by Gender

Category	Hours
Male	44,444
Female	15,265
Others	6

Hours of Training and Development by Nationality

Country	Hours
India	47,821
UK	4,955
US	5,528
ROW	1,374

Average Hours of Training and Development by Management Level (Permanent)

Category	Hours	
	Male	Female
Junior Management	8	11
Middle Management	13	10
Senior Management	26	41



 ScaleUp Programme

Advancing Workforce Potential through Learning and Development Initiatives

Induction Programmes:

To ensure a detailed and enriching onboarding experience, we curate and provide new joiners with Day One induction.

We offer tailored induction programmes like Launchpad for Summer Interns, Headstart for Management Trainees and Global Emerging Leaders for Chemical Engineering Graduates, fostering young talent through insights from business leaders. These programmes aim to cultivate a strong talent pipeline by identifying and attracting top talent and easing the transition from campus to corporate. They also provide participants with cross-functional and business stints to ensure talent fungibility. As a final stint, trainees undergo a three-week community immersion in Bagar, Rajasthan, in collaboration with the Piramal Foundation, working with panchayats, anganwadis and primary health centres to instil a sense of service (Seva Bhav).

1,970

New hires inducted

Functional Academies:

At PPL, we recognise that strengthening functional capabilities is essential for both individual and organisational success. To support this, we have established seven Functional Academies focused on key areas, including IT, HR, Finance, Shared Services, Quality, Global Engineering and Supply Chain. The academies for Global Engineering and Maintenance, and Supply Chain were most launched this year, marking a significant step in our continued focus on capability building. These academies offer a structured learning journey comprising workshops, e-learning modules, assignments, practice sessions and assessments, culminating in certifications for learners. The curriculum is meticulously designed

and curated in-house by subject matter experts (SMEs) and supplemented with external resources based on evolving business needs.

592

Participants were covered in functional academies in FY2025



Piramal Learning Festival:

The Piramal Learning Festival FY2025 was a week-long celebration of PPL's learning culture, bringing together a variety of engaging initiatives. 'Global Leaders Connect' featured internal and external leaders who emphasised the value of continuous learning. 'Piramal Pharma at a Glance' offered micro learning videos on different businesses

and functions, while 'I Learn, I Grow' showcased employee success stories that demonstrated how learning has enabled career growth and talent mobility. The festival also included interactive games, along with rewards and recognition for top learners and subject matter experts, making it both immersive and impactful.



Piramal Learning Quest

The Piramal Learning Quest (PLQ) is a dynamic initiative with monthly themed modules on topics like Design Thinking, Emotional Intelligence and Collaboration. Employees develop key skills through quizzes and microlearning videos, ensuring easy access and retention. To enhance participation, the programme integrates rewards and recognition, fostering a culture of lifelong learning at PPL.

1,800+

Participants were covered in PLQ

Piramal Professional Certifications

The Piramal Professional Certifications programme equips employees with key skills through curated content, assessments and masterclasses, fostering expertise and career growth. It validates competencies, promotes continuous learning and grooms internally certified experts, empowering them to drive business success.

84

Participants successfully completed their Certification Journey

1,312

Learning hours for certification

Sustainability Programmes and Training

PPL has developed an in-house e-learning course on sustainability. This module covers the concept of sustainability, its business relevance, benefits of integration and PPL's sustainability framework and strategy. This module was deployed as part of the Annual Mandatory Learning Initiative FY2025 and 100% of active employees completed the same in line with our commitment to sustainability.

Training Hours and External Learning

During the reporting period, PPL delivered 15 hours of training per employee focused on upskilling and development. Key initiatives include Diversity, Inclusion, Belonging and Accessibility (DIBA) training for ~200 managers and a mandatory Prevention of Sexual Harassment e-learning module, completed by 100% of new joiners with platform

access. Additionally, all Board of Directors (BoD) and Key Managerial Personnel (KMP) received awareness training on the PPL sustainability framework. Collaborations with Harvard Business Publishing and Skillssoft also offered external learning opportunities to all employees.

Total Hours of Training and Development by Management Level (Permanent)

Description	Unit	FY2025	
		Male	Female
1 Permanent Senior Management	Manhours	1,203	247
2 Middle Management	Manhours	5,422	1,163
3 Junior Management	Manhours	37,489	13,307
4 Workers	Manhours	-	-
5 Total	Manhours	44,114	14,717

Training Contract Workers and Security Personnel

PPL ensures all contract workers receive comprehensive training on sustainability principles, human rights, and occupational health and safety (OHS), in accordance with its global human rights statement and ESG policies. Clear procedures and continuous support help maintain adherence to these standards, with regular monitoring to evaluate training effectiveness. 100% of security personnel have received formal training in the organisation's human rights policies.

Security personnel undergo thorough training aligned with PPL's Human Rights Statement and sustainability principles. Sessions cover human rights, ethical conduct and compliance with security protocols, ensuring all security staff are well-prepared and compliant.



Building a OnePPL Culture

At PPL, we are committed to fostering a purpose-driven, inclusive OnePPL culture, where every employee feels engaged and valued. This culture is shaped by our shared values, transparent communication and opportunities for personal and professional growth. By empowering individuals and embracing diverse perspectives, we continue to build a collaborative workplace where everyone can thrive.

Launch of Global DIBA Guidelines

The foundation of this journey was the rollout of comprehensive global DIBA guidelines. These guidelines outline PPL's commitments, priorities and measures across the employee lifecycle, aiming to enable employees to thrive, while fostering an inclusive culture to drive organisational success. DIBA targets are indicative and focused on only India.

Unconscious Bias Workshops

DIBA sensitisation workshops were conducted to address unconscious bias in the workplace. These sessions engaged leaders and inspired their personal and professional commitments to mitigating bias.

Women-focused Initiatives

To enhance the capabilities of women employees and support their career progression, multiple targeted initiatives were introduced:

Empowering Women: Specialised sessions focused on 'Achieving Work-Life Balance for women' and

'Career Progression for Women in the Pharmaceutical Industry', offering insights into pathways, challenges and strategies for driving women's professional growth

EmpowerHer Programme: A structured development journey designed for an all-women cohort, focused on self-discovery and application-based learning to prepare them for future roles. To enable our entry level women talent to advance in their professional journeys, we expanded the EmpowerHer programme to sites across India. Around 60 women across our India sites were nominated for this programme. The three-month journey focused on building self-awareness, communication and networking, and result orientation.

SHETalks - Inspiration at Work: A speaker series offering diverse internal and external perspectives, helping women gain insights from the journeys of accomplished women leaders.

Women's Circles: Peer-support networks that provide a safe and collaborative space for women to discuss challenges, share experiences, and achieve personal and professional growth.

On International Women's Day, we came together to recognise and celebrate the remarkable contributions of our women colleagues. Across sites, teams gathered for a special cake-cutting ceremony, fostering a spirit of appreciation and inclusivity. Committed to #AccelerateAction, this celebration reinforced our focus on empowering women, fostering inclusion and creating opportunities for growth.

Stakeholder Centricity

External recognition

PPL was recognised as one of the Best Companies for Women in India (BCWI) in 2024 in Pharmaceutical in the industry listing (one out of five companies listed in the Pharmaceutical sector). Additionally, PPL won the ET Now Best Organisation for Women 2025 Award.

Our Quality team was recognised with two awards at the Pharma Quality Excellence Awards 2024, organised by Eminence Business Media, under the categories:

- Continuous Learning Award for our Quality Academy programme
- Quality Innovation Award

Quality academy 2.0 won an award at the 7th Annual Piramal Pharma Kaizen Convention 2024 in the horizontal deployment category.

PPL was recognised as one of the top five Best Companies for Women in India within the Pharmaceutical sector, among the top 100 companies overall.

30%

Women Representation on Board

16.5%

Women in stem related positions

9.1%

Of women in management positions in revenue generating functions

Fostering Inclusion through Celebration

During Pride Month, we engaged employees through a series of awareness-building sessions and community-driven initiatives. Celebrations across sites intended to create allyship for the community.

On International Men's Day, we recognised and celebrated the contributions of our male colleagues through a heartfelt appreciation initiative. The celebrations included a cake-cutting ceremony across sites, where teams came together to acknowledge the dedication and impact of our male employees. As a token of gratitude, Thank You cards

were shared, expressing appreciation for their efforts in fostering a collaborative and inclusive workplace

We launched two Employee Resource Groups (ERGs) - Women and Pride - during the year and saw enthusiastic participation from colleagues across the globe. The ERGs will play a key role in supporting our efforts to build a culture of inclusion and belonging

Labour Practices and Human Rights

PPL is committed to upholding international labour standards and human rights principles across the board. These efforts are guided by PPL's Global Human Rights Policy Statement, which is aligned with the United Nations Universal Declaration of Human Rights (UDHR) and the UN Guiding Principles on Business and Human Rights. Equal opportunity, diversity, inclusion and fairness form the foundation of a respectful and equitable work culture.

PPL maintains a zero-tolerance stance towards all forms of harassment, discrimination, child labour, forced labour and human trafficking. Harassment, whether sexual or non-sexual and discrimination on the basis of gender, age, ethnicity, religion, disability, or any other protected characteristic are strictly prohibited. The organisation is committed to fostering a safe, secure and respectful environment for all employees.



Working Conditions and Compensation

PPL ensures that wages meet or exceed living wage benchmarks, and that employees are fairly compensated for extra or atypical hours. The Remuneration Committee actively reviews living wage standards to promote pay equity. Regular monitoring of working hours, annual leave and overtime helps support employee well-being.

The Company also offers a range of family-friendly policies, such as parental leave, flexible working hours, remote work options and crèche services for employees with children under six. Comprehensive healthcare benefits, bonus schemes, housing provisions and transparent salary structures are in place to enhance overall employee well-being.

Freedom of Association and Collective Bargaining

PPL respects and upholds employees' rights to freedom of association and collective bargaining. In India, 96% of permanent workers are members of associations or unions across operations. A two-way communication system facilitates open dialogue with management, ensuring that employees can raise workplace concerns without fear of retaliation. Formal engagement with workers' representatives and work councils strengthens transparency and shared accountability.

Employees have the right to freely join, form, or refrain from joining trade unions or representative bodies without risk of retaliation, harassment, or intimidation. 96% of permanent

workers at our Indian operations were covered by formally elected employee representatives and collective bargaining agreements. During the reporting period, we ensured compliance with local labour laws, engaged in open dialogue with employee representatives, and enhanced internal policies and grievance mechanisms to support collective bargaining and fair worker participation. Additionally selected suppliers were evaluated under the Supplier Sustainability Framework. Based on the assessments conducted, no risks or concerns were identified with respect to human rights, health and safety practices or working conditions.

Child and Forced Labour Prevention

To eliminate child and forced labour risks, PPL enforces strict age verification protocols and conducts regular internal audits, including those by external agencies and social impact assessments for contract workers. Awareness training equips employees to recognise, prevent and report any form of exploitation. While PPL prohibits employment of individuals under 18, it applies safeguards where young workers are legally employed.

Social Dialogue and Gender Equality

PPL is actively working to reduce the gender pay gap, ensuring equal remuneration for men and women. Through regular engagement with employee representatives, the Company addresses workplace issues, strengthens transparency and promotes trust. Ongoing reskilling and upskilling programmes, especially in the context of industrial or climate transitions, support workforce adaptability.

Commitment to Accountability

In FY2025, PPL reported zero instances of child labour, forced labour, discrimination, or human rights violations involving indigenous communities, at our own operations and value chain partners. The Company recognises that maintaining a fair, secure and inclusive workplace is not only a legal and ethical obligation but also essential for long-term sustainability, growth and employee engagement.

HR Automation through AI and ML

We are actively progressing toward becoming an industry leader in Artificial Intelligence (AI) and Machine Learning (ML). By harnessing these cutting-edge technologies, we are driving predictive analytics, enabling smarter automation and unlocking value across our organisation. Through HR Technology and Analytics, we have transformed HR operations by leveraging machine learning, streamlining KPI dashboards, consolidating them to 12, migrating to Qlik Cloud, automating 8+ processes, and ensuring 100% onboarding completion pre-joining.

Enhanced Employee Experience

We have embedded ML algorithms into our HRMS recruitment module to streamline hiring and elevate the candidate experience. These models analyse historical data, job requirements and candidate profiles to identify the best fit for our organisation. Onboarding is automated and continuously optimised using data, enabling a personalised experience for new hires, while automated feedback collection ensures continuous improvement of the recruitment processes. We streamlined secure and easy data access, empowering HR and business stakeholders to make faster, informed decisions using advanced machine learning and BI tools.

Greater Visibility for Leadership

Leveraging machine learning models and their advanced reporting capabilities, we deliver predictive insights on key HR metrics. From headcount projections to mandatory module updates and attrition forecasts, these ML-driven reports equip leadership with a forward-looking view of our organisational health, driving strategic decisions, and ensuring alignment with business goals, while following an agile approach to workforce management.

Risk Mitigation

Machine learning is applied to study employee sentiment and attrition trends. By analysing feedback, performance data and historical patterns, ML models help identify early indicators of potential risks. This empowers HR to proactively intervene and address issues related to employee satisfaction, engagement and retention.

Seamless System Integration

Given our global footprint, system consistency is key. ML ensures smooth integration across HR, performance and learning systems. ML models monitor and manage data flows between systems, allowing updates and minimising the risk of data inconsistencies. This integration ensures smooth operation across geographies, enhancing the overall employee experience and stakeholder satisfaction.

Accelerating Automation

We are continuously accelerating our automation efforts to enhance our HR processes. The integration of APIs and ML algorithms has streamlined data flow to internal data platforms, reducing manual efforts in data updates, scheduling and validation across core systems. These automation initiatives are driving us closer to achieving a zero-manual-intervention HR model. This transition will enable HR teams to focus on high-value, strategic tasks, such as talent development and leadership planning, while automation handles repetitive operational processes. PPL adopts a comprehensive and integrated approach to employee engagement and development, serving as a critical enabler in talent retention while strengthening organizational resilience and adaptability.



Stakeholder Centricity

Occupational Health and Safety

Safety is our foundational pillar for sustained, profitable growth. Committed to caring for our people, we are fostering a 'zero harm' culture, prioritising the safety and well-being of employees, contractors, visitors and local communities.

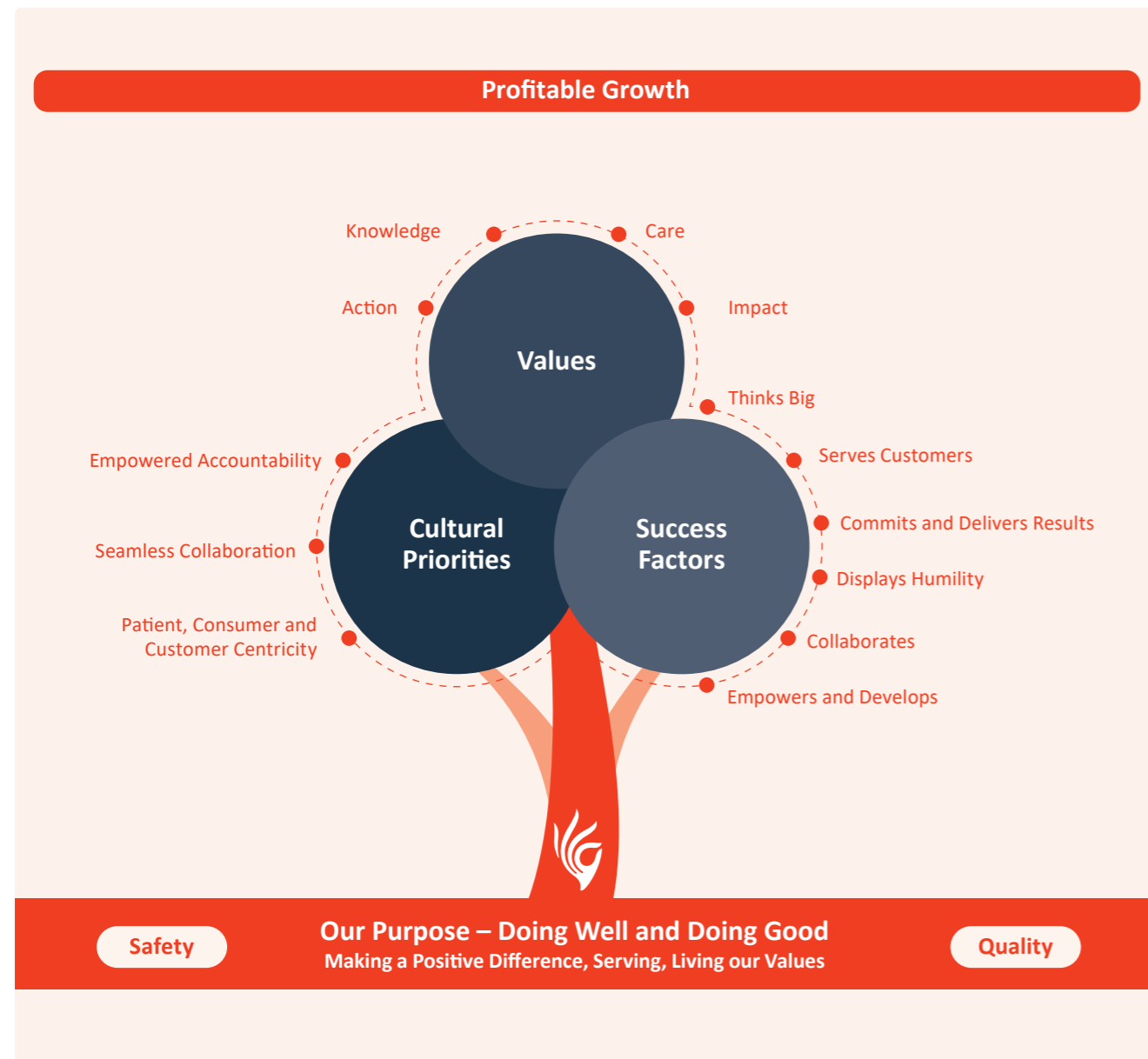
In FY2025, we made significant progress in strengthening our Occupational Health and Safety (OHS) practices

by moving from a reactive approach to a more proactive and preventive culture, which helped us achieve a notable reduction in total injuries.

PPL firmly believes that all work-related injuries and illnesses are preventable, and this conviction shapes every aspect of its operations. The Company's safety philosophy is rooted in the principle of 'Doing Well and Doing Good', which drives its commitment to continuous improvement in OHS practices and systems.

By strengthening the OHS Management System, promoting proactive risk mitigation and reinforcing a culture of accountability, PPL ensures that health and safety remain integral to its business strategy and operational excellence.

OHS Management System



Zero

Fatalities in the last four years

0.05¹

Lost time injury rate (LTIR)

18.63¹

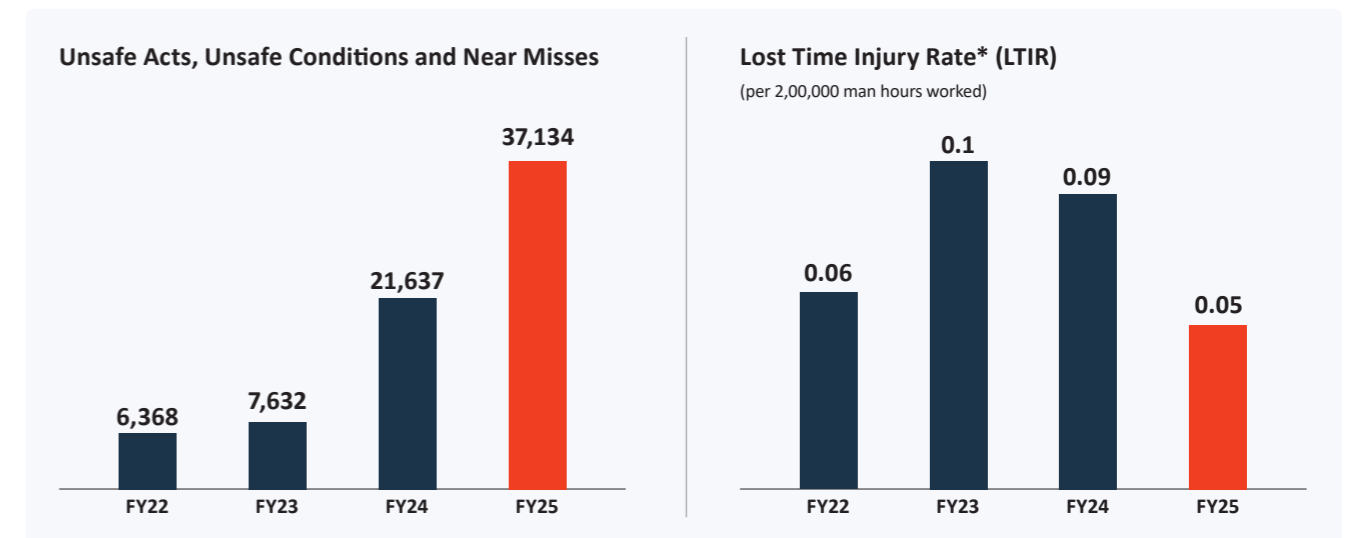
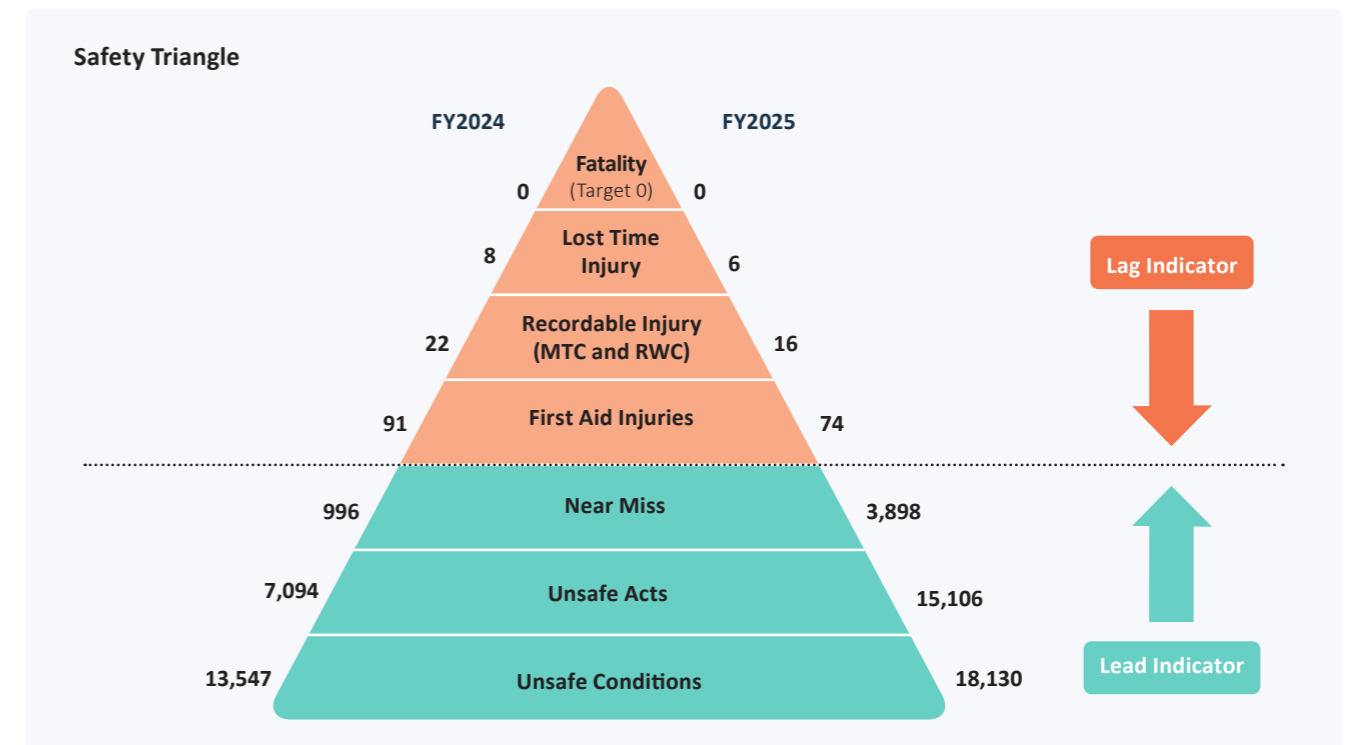
Hours per employee per year in safety training

87%

CAPA completion percentage

We are proud to announce a fourth consecutive year with zero fatalities, an achievement that mirrors our unwavering dedication to a "Zero Harm" culture. This year, we achieved a 20% reduction in injury incidents in comparison to the previous year and a considerable increase of 71% in the leading indicator (Unsafe Acts, Unsafe Conditions and Near Miss Reporting). The change in our mind-set has driven a meaningful drop in total injuries, reinforcing our promise to protect not just our employees, but also contractors and the broader community.

We continued to promote awareness through safety campaigns during the year. It not only enhanced employees' safety awareness but also led to improvements in both leading and lagging safety indicators. Our initiatives contributed to a reduction in incidents and strengthened the ability to identify and report unsafe acts, unsafe conditions, and near misses. They also improved team engagement in closing CAPAs identified during incident investigations.



¹Including employees and workers

Stakeholder Centricity

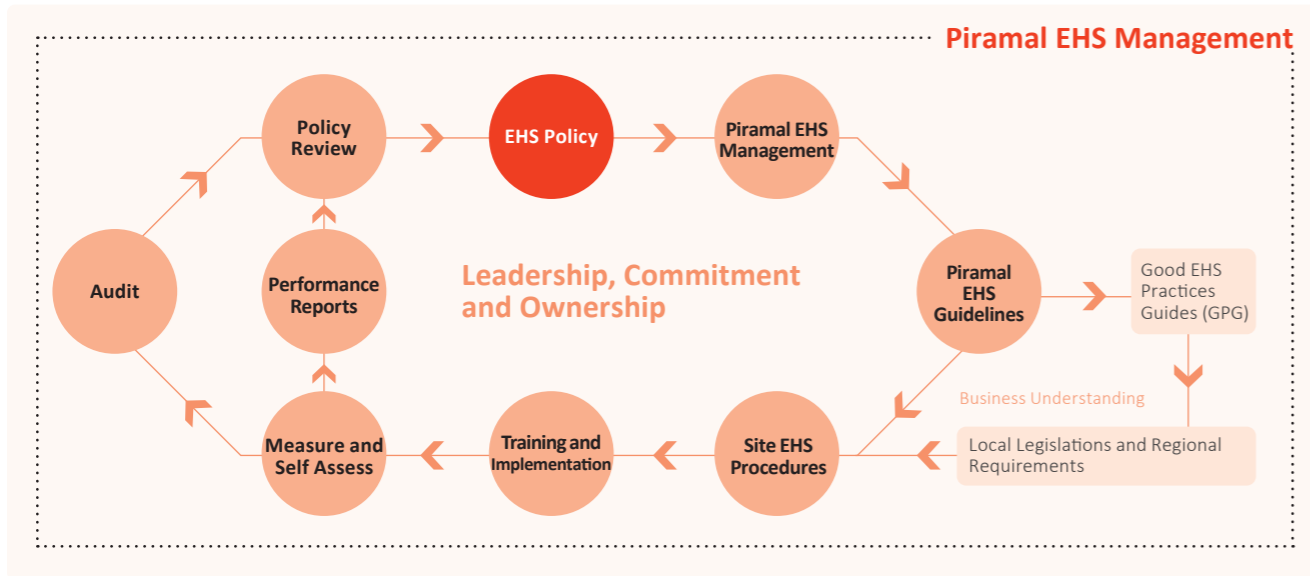
Employee Health and Safety

PPL's approach to health and safety is governed by its Global Environmental, Health, and Safety (EHS) Policy, which applies to all directors, employees (full-time and part-time), contractors, sub-contractors and consultants involved in the business. This policy is supported by six guiding codes and 54 specific EHS guidelines, of which 45 are dedicated to health and safety.

To further embed a culture of safety, PPL has instituted 12 mandatory Life Safety Rules (LSRs) at its sites, designed to enforce critical safety behaviours and prevent high-risk incidents. These are rigorously implemented to ensure compliance and enhance overall workplace safety.

Auditing forms a core component of PPL's EHS management system. In

FY2025, recertification audits under ISO 45001 and 14001 were conducted at six of the nine India sites. In addition, each site undergoes regular internal EHS audits, as well as regulatory and customer audits, to ensure consistent adherence to EHS standards and statutory compliance.



20%

Decrease in total injury cases in FY2025 YOY.

71%

Increase in leading indicator reporting (Unsafe acts, unsafe conditions and near misses)



Safety Culture Transformation – Leadership-Driven, People-Led Safety Culture

We are driving a purposeful transformation in our safety culture by moving beyond compliance to embedding safety as a core organisational value. This journey is grounded in leadership commitment, behavioural engagement and employee empowerment.

Leadership commitment makes safety visible and valued from senior executives to frontline supervisors, reinforcing that safety is non-negotiable.

Behavioural engagement shifts the focus to proactive actions, encouraging open dialogue, peer support and a shared responsibility for safety.

Employee empowerment gives individuals the authority, tools and voice to identify risks and stop unsafe work, cultivating ownership and accountability.

OHS Leadership

The OHS leadership framework is anchored in a network of subject matter experts in process safety, industrial hygiene, occupational safety and health, operating at both the site and central levels. These leaders play a critical role in translating PPL's Environmental, Health, and Safety (EHS) policies into day-to-day operational practices.

OHS leaders are instrumental in:

- Embedding safety standards into site-level operations
- Facilitating comprehensive training to build awareness and capability

- Engaging proactively with all stakeholders, including employees, contractors and community members
- Driving a culture of accountability and safety ownership at all levels of the organisation

By addressing compliance gaps through Corrective and Preventive Actions (CAPA) and ensuring systematic follow-ups, OHS leaders promote continuous improvement across operations. Their efforts not only ensure successful policy implementation but also foster a strong safety culture, enabling PPL to meet its OHS objectives and reinforce its long-term sustainability goals.

Project Lighthouse

Our flagship initiative, Project Lighthouse, continues to drive cultural transformation by weaving safety practices into everyday operations. Initially launched at three manufacturing sites across India, the programme has since been rolled out across our other India facilities and has begun integration in North America and the UK where it is now integrated with Leadership Gemba Walks.

Key components of our cultural transformation include:

- Seven-step Behavioural Intervention Model to develop safe work habits
- Nine-step Incident Investigation Process to promote structured learning
- Site-specific Competency Matrices and training plans to build frontline capability
- Harmonised safety standards for consistency across geographies



Workers Covered by an Occupational Health and Safety Management System

a. If the organisation has implemented an occupational health and safety management system based on legal requirements and/or recognised standards/guidelines:	FY2025		FY2024	
	Total Number	Percentage	Total Number	Percentage
i. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system	4,700	100	4,600	100
ii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been internally audited;	2,800	100	2,100	100
iii. The number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organisation, who are covered by such a system that has been audited or certified by an external party.	2,800	100	2,100	100

Work-related Injuries

Sr. No	For all Employees	Parameter	FY2025	FY2024
1	The number of fatalities as a result of work-related injury	Nos	0	0
2	The number of high-consequence work-related injuries (excluding fatalities)	Nos	4	6
3	The number of recordable work-related injuries (including MTC, RWC, LTI)	Nos	18	25
4	The number of hours worked	Nos	1,59,25,621	1,09,48,912
For All Workers Who Are Not Employees but Whose Work and/or Workplace Is Controlled by the Organisation				
1	The number of fatalities as a result of work-related injury	Nos	0	0
2	The number of high-consequence work-related injuries (excluding fatalities)	Nos	2	2
3	The number of recordable work-related injuries (including MTC, RWC, LTI)	Nos	4	5
4	The number of hours worked	Nos	77,98,667	70,85,369

Work-related Ill Health

Sr. No	For all Employees	Parameter	FY2025	FY2024
1	The number of fatalities as a result of work-related ill health	Nos	0	0
2	The number of cases of recordable work-related ill health	Nos	0	0
3	The main types of work-related ill health	Type	0	0
For all workers who are not employees but whose work and/or workplace is controlled by the organisation				
1	The number of fatalities as a result of work-related ill health	Nos	0	0
2	The number of cases of recordable work-related ill health	Nos	0	0
3	The main types of work-related ill health	Type	0	0

Fatalities

The table below provides the number of work-related fatalities for employees and contractors:

Category	FY2025	FY2024
Employees	0	0
Contractors	0	0

Lost-Time Injury Rate (LTIR) - Employees

We publicly report on lost-time injury frequency rate for employees (per one Million hours worked).

Unit	FY2025	FY2024
Employees LTIR (n/200,000 hours worked)	0.05	0.11

Lost-Time Injury Rate (LTIR) - Contractors

The table below provides lost-time injury frequency rate for our contractors (per one Million hours worked).

Unit	FY2025	FY2024
Contractors LTIR (n/200,000 hours worked)	0.05	0.06

Stakeholder Centricity

Employee Engagement and Awareness

At PPL, we believe that sustained safety excellence stems from the active involvement of our people. Safety is not just a set of rules; it is a shared responsibility, embedded in our culture and championed through inclusive engagement, continuous awareness and firm leadership commitment.

Employee-driven platforms, including Safety Suggestion Schemes, Kaizen projects and cross-functional safety committees, have empowered our teams to proactively identify risks and implement meaningful improvements. Regular town halls and open feedback sessions foster transparent communication, while structured recognition programmes celebrate individuals who go beyond compliance to champion safe behaviours across the organisation.

To promote safety and sustainability, and keep our employees engaged, we organised awareness campaigns and theme-based celebrations across all locations.

National Safety Week and Fire Safety Week, featuring mock drills, safety quizzes, slogan competitions and hands-on training programmes, with active participation from employees and leadership alike.

World Environment Day celebrations involved tree plantations, environmental pledges and waste management awareness activities, encouraging employees to contribute to a greener workplace.

Bi-monthly campaigns under the Safetron Speaks initiative focused on high-risk topics such as Chemical Handling, LOTOTO and Machine Guarding.

Bite-sized e-learning modules, including key topics like the Work Permit System, were introduced and saw over 70% completion rates, demonstrating the growing appetite for safety learning.

Leadership presence during these initiatives has been instrumental in reinforcing the message that safety begins at the top. Leaders consistently participate in events, conduct floor walks and directly engage with frontline teams to understand challenges and appreciate contributions.

Further, internal safety culture surveys conducted at three sites in India provided valuable insights into employee perceptions, helping us tailor our future engagement strategies for greater impact.

Driving Excellence in Process Safety Management

We made significant strides in Process Safety, conducting structured maturity assessments at key sites and providing certified training to cross-functional teams. During the year, we also became a member of the Centre for Chemical Process Safety (CCPS), gaining access to global standards and best practices to support our ongoing process safety enhancements.

In FY2025, PPL strengthened its Process Safety Management (PSM) through training, global alignment and early risk integration in projects. A key highlight was a two-day Process Safety Maturity Assessment training at our Kurla office, with 30 cross-functional participants. The session covered the 14 key PSM elements, focusing on risk assessment techniques, best practices and maturity benchmarking. It enhanced team capability and reinforced shared accountability for safety across departments.

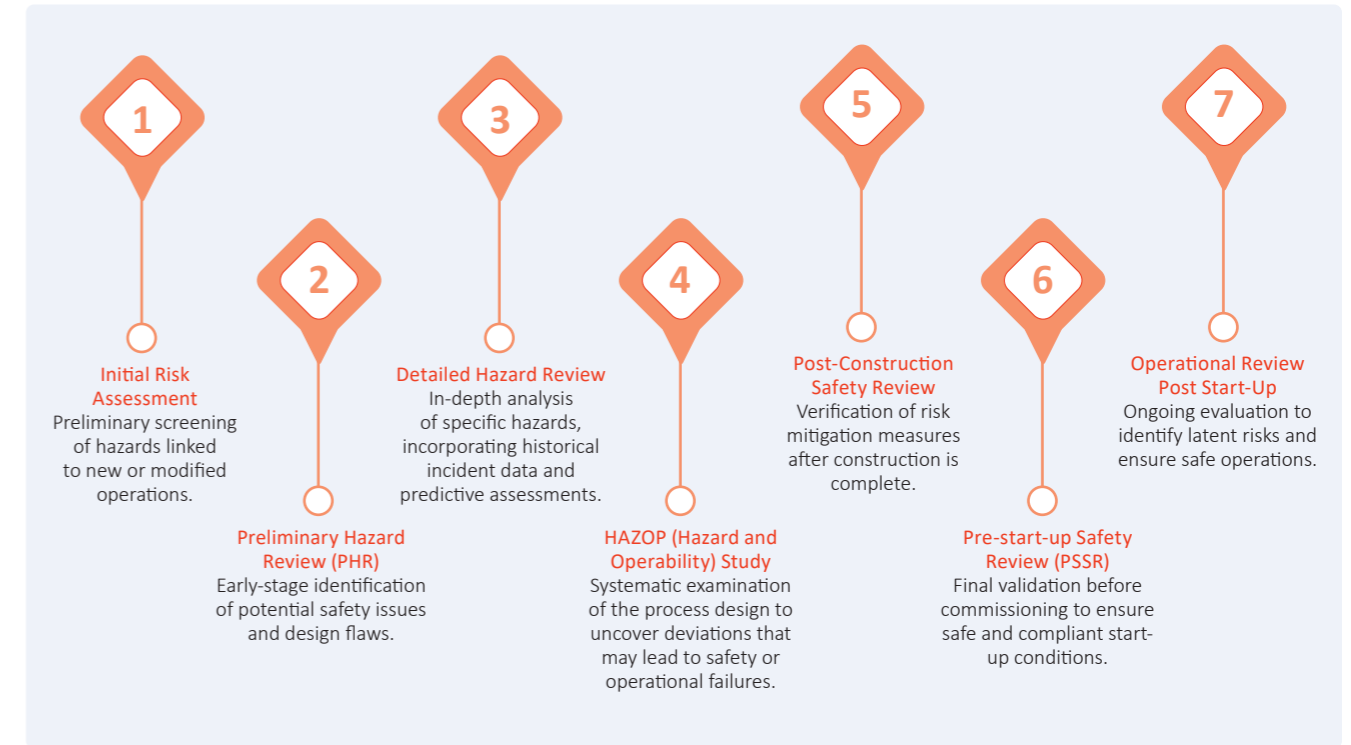
Process safety was integrated into all major CAPEX projects to ensure early hazard evaluation and design controls. These efforts support our commitment to continuous improvement and safer, more reliable operations.

- Conducting PSM maturity assessments at key sites
- Becoming a CCPS corporate member, accessing global standards and tools
- Holding certified workshops on calorimetry, reactive hazard testing, and CRW4 digital hazard analysis

Our Seven-Step Risk Assessment

To uphold the highest standards of operational safety and compliance, PPL has institutionalised a structured Seven-Step Hazard Study Process as part of its robust risk assessment framework. This methodology ensures that all new products, processes and operational changes are introduced with a thorough understanding of associated risks and appropriate controls in place.

The seven-step process includes:



To uphold transparency and employee involvement, PPL notifies employees and their representatives at least three weeks in advance of any significant operational changes. This enables meaningful participation, feedback and preparedness, reinforcing PPL's commitment to a safe, informed and engaged workforce.

Strengthening Safety through Capability Building

We recognise that sustainable safety performance begins with a capable and well-informed workforce. Building competency across all functional levels remains a strategic priority, ensuring our people are not only aware of safety requirements but are empowered to act on them confidently and consistently.

In FY2025, we delivered 16 hours of safety training per employee across our manufacturing sites. These sessions covered a wide spectrum of critical topics, including process safety, emergency preparedness, ergonomics, permit-to-work systems and contractor safety management. Training was customised based on job roles, risk exposure and emerging operational challenges.

Training initiatives span from induction programmes to advanced on-the-job learning, ensuring all employees, including contract workers, are equipped with the knowledge to operate safely and responsibly. To expand access and flexibility, we promote virtual self-learning and make extensive use of the Piramal Learning University for Environment, Health, and Safety (EHS) education. One such initiative, a global e-learning module on incident investigation, achieved over 75% participation, demonstrating strong engagement and alignment with our safety culture.

To maximise impact and reach, we adopted a blended learning approach, integrating classroom instruction, hands-on practice and e-learning modules. This flexible format helped

ensure stronger engagement, better retention and wider accessibility for both permanent and contract employees. We view learning as a continuous journey, with field engagement playing a vital role in reinforcing safe practices on the ground.

A standout component of this year's capability-building efforts was the human factors training delivered through the Project Lighthouse focused initiative. Designed to enhance shop floor decision-making, situational awareness and behavioural reliability, the programme addresses the role of human error in incident causation. It equips employees to better understand their responsibilities in risk perception, adherence to control measures and safe task execution.



Process Safety Training, India

Stakeholder Centricity

Through real-world simulations, group discussions and behaviour-focused coaching, Project Lighthouse has deepened frontline ownership of safety. It also serves as a foundation for our broader cultural transformation, embedding safety thinking into daily routines, actions and mind-set.

These capacity-building initiatives go beyond compliance. They foster a culture of informed vigilance, where every employee regardless of role or designation plays an active role in creating a safe, resilient and sustainable workplace.

23.5

Man-hours of training per contract worker



Safety Park at Digwal, India

Progressing on Improvement of Contractor Health and Safety

At PPL, contractor safety is a cornerstone of our commitment to building a safe and sustainable workplace. Over the past year, we have made significant progress in harmonising contractor safety management across all manufacturing sites, establishing consistent standards, streamlined processes and clear expectations.

The Contractor Safety Management process is governed by PPL's global Environmental, Health, and Safety (EHS) Policy and is implemented through a structured six-step framework designed to uphold the highest standards of compliance and risk mitigation.

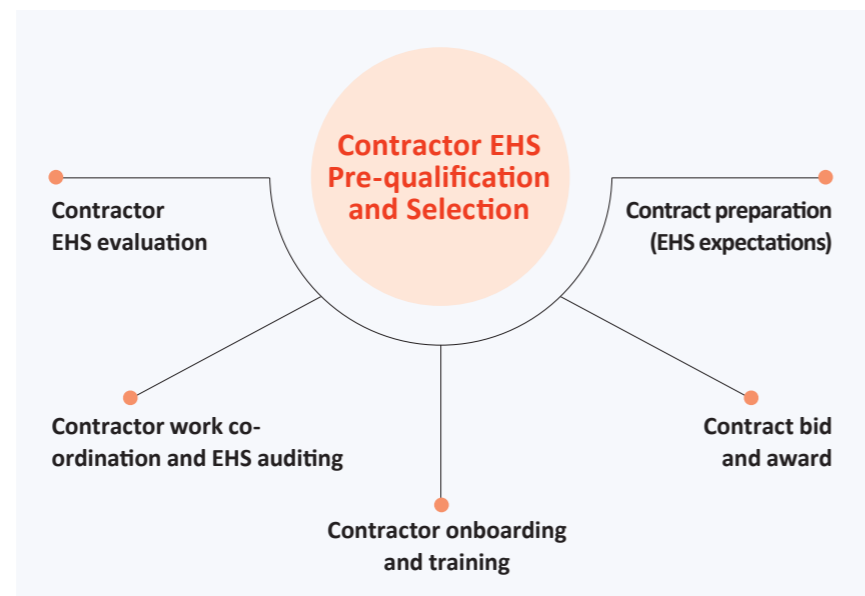
The framework encompassing pre-qualification, induction, training, supervision, incident management and performance evaluation remains the foundation of contractor engagement. However, our focus has evolved from procedural compliance toward building capability and cultivating safe behaviours.

Training continues to be a critical enabler, delivered through a three-tiered structure:

- Basic Safety
- Job-Specific Safety
- Task-Oriented Training

To ensure accessibility and impact, these programmes are supported by site-level alignment and language-sensitive content, tailored to the diverse contractor workforce.

Increasingly, we are placing emphasis on contractor behaviour and safety culture. Through comprehensive inductions, toolbox talks, and interactive sessions at the Safety Park, contractors are encouraged to internalize critical controls and integrate safe practices into daily routines. Leadership walk-throughs and joint safety reviews further reinforce shared ownership and accountability.



Workforce Well-being and Safety

At PPL, we are committed to protecting and promoting the physical, mental and social health of our workforce through robust occupational health initiatives that fully align with both local statutory requirements and international health and safety standards. This ensures that our employees remain protected, informed and supported at all times. Our fully equipped Occupational Health Centres (OHCs), strategically located across all operational sites, serve as the first line of defence in health protection, early diagnosis and preventive care. These centres are staffed by clinically experienced Factory Medical Officers (FMOs), qualified nurses and trained allied healthcare professionals.

Key pillars of our occupational health system include regular and statutory medical examinations for employees, with digital health record maintenance through My Safe. We ensure continuous monitoring of workplace health risks, with preventive measures embedded into operational routines. Our tie-ups with nearby multispecialty hospitals guarantee quick access to advanced care and referrals. Established Emergency Response Systems (ERS) at all locations, including designated emergency coordinators and contact protocols, ensuring swift and coordinated action in case of medical emergencies.

To further strengthen on-ground readiness, we maintain an adequate



number of trained First Aiders in each department and shift, in line with legal mandates. First Aid boxes are fully stocked and inspected regularly, with easy accessibility in all operational zones. Periodic First Aid training is conducted for employees, delivered by certified trainers and medical professionals. Mock drills and emergency response simulations are organised routinely to assess preparedness and build confidence among teams.

We also ensure that the workplace environment remains clean, hygienic and ergonomically sound, reinforcing overall health, comfort and productivity.

Industrial Hygiene

At PPL, safeguarding the health of our employees is central to our sustainable business model. Through a structured and data-driven Industrial Hygiene (IH) programme, we ensure workplace exposures are controlled, monitored and minimised, enabling us to protect our people while fostering operational excellence and regulatory compliance. Aligned with the Code 3 of PPL's EHS Management Framework, which prioritises employee and contractor health, we have taken significant steps to enhance industrial hygiene. This includes integrating Smartsheet for qualitative exposure assessments, enabling greater speed and accuracy in identifying

potential hazards. For quantitative analysis, we assess exposure to risks such as chemical agents, noise and ergonomic stressors using the data to strengthen controls and implement focused preventive measures.

As part of our exposure monitoring and assessment, we conducted site-wide quantitative exposure monitoring at key sites, including PPDS Ahmedabad, Digwal, and Dahej, with over 100 personal and area samples collected. These covered critical tasks such as charging, dispensing, sieving, blending, sampling and cleaning. Our efforts led to achieving 100% compliance with Occupational Exposure Limits (OELs), reflecting strong containment controls and effective use of PPE.

In terms of hazard banding and limit setting, we reviewed Occupational Exposure Bands (OEBs) for more than 120 APIs and intermediates. We derived or verified Occupational Exposure Limits (OELs) using toxicological data and route-specific No-Observed-Effect Levels (NOELs). These limits allowed us to align exposure control strategies with international standards, supporting product safety during scale-up and technology transfer.

Our approach to controls and containment included validating containment performance of critical

equipment such as down flow booths, intermediate bulk containers (IBCs), and flexible containment systems, using surrogate trials with potent or analogous compounds. Additionally, we enhanced the Respiratory Protection Programme, including fit testing and Assigned Protection Factor (APF) evaluations for high-exposure tasks. Standardised PPE selection and usage across all India sites helped ensure consistency and compliance.

Under ergonomics and physical hazard mitigation, we conducted systematic ergonomic risk assessments using validated tools RULA, REBA and MAC to evaluate postural and biomechanical stresses in operations such as manual handling, primary packaging and warehouse logistics. Based on the findings, we recommended and implemented engineering redesigns and administrative controls to mitigate musculoskeletal disorder (MSD) risks.

This integrated industrial hygiene strategy underscores our commitment to occupational health excellence, embedding prevention-oriented practices into our EHS governance structure and reinforcing Piramal Pharma's standing as a leader in pharmaceutical health and safety performance.

Stakeholder Centricity

Customer Centricity

PPL's focus on customer-centricity is deeply embedded in its core values and operational approach. By prioritising customer needs through the pillars of Knowledge, Action, Care and Impact, the Company aims to deliver not only high-quality products but also meaningful experiences. This commitment drives innovation, responsiveness and continuous improvement, strengthening trust and fostering lasting relationships with clients, healthcare providers and consumers across markets.

PPL's diversified business model is anchored in a deep understanding of customer needs across the pharmaceutical and consumer healthcare spectrum. Each of our three core business units, PPS (Piramal Pharma Solutions), PCC (Piramal Critical Care) and PCH (Piramal Consumer Healthcare) is uniquely positioned to serve distinct market segments with agility, innovation and a strong focus on quality.



“Piramal's focus on sustainability strengthens our commitment to patients—ensuring safe, responsible access to treatments today while safeguarding health and resources for tomorrow."**”**

Stuart Needleman
Chief Commercial Officer

PPS Business

The PPS business is built on customer-centricity, offering flexible, customised solutions across the drug development lifecycle. With advanced facilities and a global footprint, it ensures high quality, timely delivery through close collaboration and process innovation, strengthening long-term client partnerships.

PCC Business

PCC plays a critical role in anaesthetics and intrathecal therapies, meeting complex hospital needs with a strong portfolio and vertically integrated manufacturing in the US and India. Its supply chain control and reach across 100+ countries ensure timely delivery of precision products for surgical and emergency care, positioning PCC as a trusted provider in emergency and surgical care settings.

PCH Business

PCH delivers agile, consumer-focused healthcare solutions through an asset-light, brand-led model. It leverages digital media and celebrity endorsements to drive consumer engagement across retail, e-commerce and modern trade channels.

Together, these three business units reflect PPL's commitment to customer-centricity and exemplify our commitment to delivering differentiated solutions that foster trust and strengthen our presence across global and domestic markets.

Customer Health and Safety

PPL prioritises customer health and safety by ensuring transparent communication and promoting responsible product usage. Information is disseminated through various channels, including the website and product Safety Data Sheets (SDS). The Company has undertaken multiple initiatives such as quarterly surveys, seminars and dedicated forums to raise awareness, along with direct customer mapping involving senior leadership. Each manufacturing site hosts a Patient Awareness Council (PAC), composed of cross-functional employees who champion patient-centric practices and develop innovative communication strategies. The "Patient Moments" campaign, led by these councils, highlights real patient stories to deepen employee understanding of the impact of their work, reinforcing a culture focused on health, safety and purpose.

Customer Satisfaction

To ensure responsiveness to evolving customer needs, the Company conducts annual customer and promoter surveys. The insights gained are systematically analysed and used to formulate actionable plans, which are further refined and implemented to improve service delivery and client engagement across all business areas.

85%

PPS Customer Satisfaction Score

55

PPS Net Promoter Score

71

PCC Net Promoter Score

87%

PCC Customer Satisfaction Score

Customer Privacy

Protecting customer privacy is an utmost priority for PPL, and we do so by maintaining a secure and resilient information security infrastructure. The Company has adopted a multi-layered cybersecurity framework that includes antivirus and anti-spyware software, firewalls, secure server environments and regular remote data backups. All systems are updated with the latest software versions to reduce vulnerabilities and prevent unauthorised access. Access to sensitive information is governed by stringent protocols that ensure confidentiality and integrity, with role-based access, audit trails and secure authentication mechanisms in place. These efforts are not just technical; they are also organisational, with awareness and training provided to employees to uphold data protection standards. No data breaches were reported during the reporting period, reflecting the robustness of these preventive measures. PPL views privacy as a critical pillar of customer trust and is committed to continuous improvement in line with evolving digital threats and global data protection regulations.



Stakeholder Centricity



Marketing and Labelling

The organisation follows the guidelines and regulations set forth by the respective Drug Regulatory Authorities of the countries in which it operates. These regulations govern the product and service labelling requirements in detail. PPL ensures that its marketing and product labelling practices reflect transparency, responsibility and regulatory compliance. We place a strong emphasis on ensuring that all communications are accurate, informative and aligned with the expectations of both regulators and end-users. Each product is accompanied by clear and comprehensive labelling, including patient information leaflets to guide the safe and responsible use of medications. No incidents of non-compliance were reported in FY2025 related to marketing communication, product/service information or labelling standards, underlining the Company's commitment to responsible promotion. PPL also continues to strengthen the visibility of key brands, such as Little's, Lacto Calamine, i-range, Polycrol and Tetmosol, through strategic marketing campaigns. The focus remains on building strong brand equity without compromising ethical standards or patient well-being.

Accessibility and Affordability

Ensuring that essential healthcare products are accessible and affordable to diverse population segments is a core business and social objective for PPL. The Company recognises that healthcare equity is fundamental to public health and long-term business sustainability. By making its products widely available across geographies and income levels, PPL plays a crucial role in reducing

healthcare disparities and improving treatment access. This commitment is reflected in its expansive retail presence, which include approximately 1,80,000 chemists, cosmetics shops and gift stores, and over 8,000 modern trade outlets across India. In addition to traditional retail channels, the Company has significantly scaled its e-commerce presence, with products listed on more than 20 leading online platforms. Recognising the shift in consumer buying behaviour, PPL also launched its direct-to-consumer (D2C)

website, Wellify, offering customers a seamless digital experience and direct engagement with the brand.

To further enhance accessibility, PPL is actively working on expanding its footprint into newer towns and adopting innovative e-commerce delivery formats, including last-mile delivery partnerships, to ensure timely access to its offerings. These efforts not only reflect PPL's business acumen but also its ethical responsibility to improve health outcomes for all.



Multi-channel Distribution Strategy Presence Across Traditional and Alternate Trade Channels

Wide Coverage across General Trade and Chemist Shops

Strong retail presence: **~180k chemists** and **cosmetics shops**

Strengthening Presence in Modern Trade

Presence in **over 8,000 modern trade outlets**

Expanding Presence on e-Commerce

Presence on **over 20 leading e-commerce platforms**

Direct-to-Customer (D2C)

Own D2C website handling **over 130K consumer orders every month**



Stakeholder Centricity

Community Development

At Piramal Pharma, we are dedicated to enhancing the quality of life of the communities we serve through high-impact solutions, thought leadership and strategic collaborations. As the philanthropic arm of Piramal Group, the Piramal Foundation leads our Corporate Social Responsibility (CSR) initiatives, working closely with governments, corporates and philanthropic organisations to address India’s most pressing challenges through innovative and scalable solutions. The company's operations are all located within the Industrial Development Corporation (IDC) area. There have been no identified significant actual or potential negative impacts of our operations on the local communities. We remain committed to maintaining positive relationships with local stakeholders and ensuring our activities are conducted responsibly

Staying true to our purpose of **'Doing Well & Doing Good,'** we continue strengthening our partnership with the Piramal Foundation, ensuring a lasting and meaningful impact on the communities we serve.

₹5.34 Crore

Invested in CSR programmes, with a strong focus on uplifting marginalised communities in the Aspirational Districts of India.

Our Initiatives with a focus on system change

PPL's CSR initiatives focused on improving foundational education and community well-being. The programme was implemented across 112 aspirational districts in India, upgrading government school infrastructure and building capabilities of key stakeholders.

The CSR programme encompassed a wide range of initiatives focused on strengthening education systems and empowering communities. Key activities included the implementation of BaLA (Building as Learning Aid) to create child-centric school infrastructure, along with the facilitation of school assemblies, Bal Sansad (Children’s Parliament), and efforts to strengthen School Management Committees (SMCs) and libraries. Capacity building

sessions were conducted for master trainers, teachers, headmasters and education officials such as CRCs and BRCs, supplemented by ongoing on-site support to help them apply new teaching methodologies effectively.

To reach children with limited access to formal schooling, Mohalla classes were organised within communities. In addition, local governance bodies, such as Sarpanchs and PRI members were sensitised on their roles in education and school development. The programme also extended to public health awareness, with training provided to women on safe drinking water practices to enhance community health outcomes.

Outcomes and Community Impact

The programme led to improved classroom engagement and learning outcomes for students from Grades 1 to 5, particularly in foundational literacy and numeracy. It also contributed to better student attendance due to enhanced, child-friendly infrastructure. Educators benefited from increased competence and confidence, while local governance bodies became more involved in supporting school improvement. Additionally, the initiative promoted health awareness and facilitated scholarships for students.

All interventions were implemented between April 2024 and March 2025. These were pro bono engagements, supported through CSR funds, fully aligned to enable inclusive and sustainable community development.

Employees as Catalysts for Social Impact

At PPL, social responsibility is not just a mandate; it is a shared value embraced across the organisation. Through our Employee Social Initiatives (ESI), team members actively contribute to community development while deepening their connection to the Company’s broader purpose. These initiatives foster a culture of empathy, collaboration and purpose-driven action, boosting both employee engagement and personal fulfilment. Our ESI efforts reflect core PPL values: knowledge, innovation and a commitment to meaningful change. Employees regularly volunteer for a wide range of causes, including youth development, education, healthcare, nutrition, senior citizen support and environmental sustainability. A dedicated digital platform enables seamless coordination between employees, NGOs and communities, making it easier to identify opportunities and scale our impact.

Across the globe, our employees volunteered their time and efforts for the upliftment of surrounding communities and actively contributed to the causes and charities they supported. With activities like plantation drives and riverbank cleaning, our employees contributed to environmental

sustainability, exemplifying their dedication to long-term ecological well-being. Participation in charity events included blood donation drives and the provision of essential resources, digital devices and other necessities to NGOs.

28 trainees embarked on a transformative three-week community immersion at the Piramal School of Leadership, Bagar, Rajasthan, in collaboration with the Piramal Foundation. From understanding the workings of primary health centres, gram panchayats, anganwadis and local administration to rolling up their sleeves and volunteering for construction work, brick-making and weeding in fields, they truly embraced the spirit of *Sewa Bhav and Shramdaan*.

Community Outreach and Social Impact

Our community outreach programmes reflect our commitment to creating meaningful and sustainable impact on the communities we serve. At the leadership level, we collaborated with the Piramal Foundation on strategic projects, from sustainable development, cross-pollination of talent, operational excellence, governance and cost optimisation.

At the organisational level, colleagues across geographies participated in a range of volunteering initiatives. These spanned multiple focus areas, including cause-oriented efforts such as cancer awareness, heart health, leprosy and the effects of tobacco. Community development also remained a key priority, with programmes that empower local communities, promote skill building and support the inclusion of specially abled children.

In partnership with Piramal Foundation and Life Sciences Sector Skill Development Council (LSSSDC), we launched a pilot project to improve the participation of women in mainstream work from the communities around our Digwal plant in India.

Through this initiative, which is aimed at facilitating women led growth and prosperity, we intend to do our bit by building a skill development centre,

where women from marginalised backgrounds are trained on curated technical skills through a six-month-long rigorous training curriculum.

Our first step in this direction enabled us to train 27 Karuna Fellows who are undergoing technical skills training, along with training on digital skills, financial literacy, English communication, numeracy and other workplace-related competencies to equip them for personal, professional and societal success.

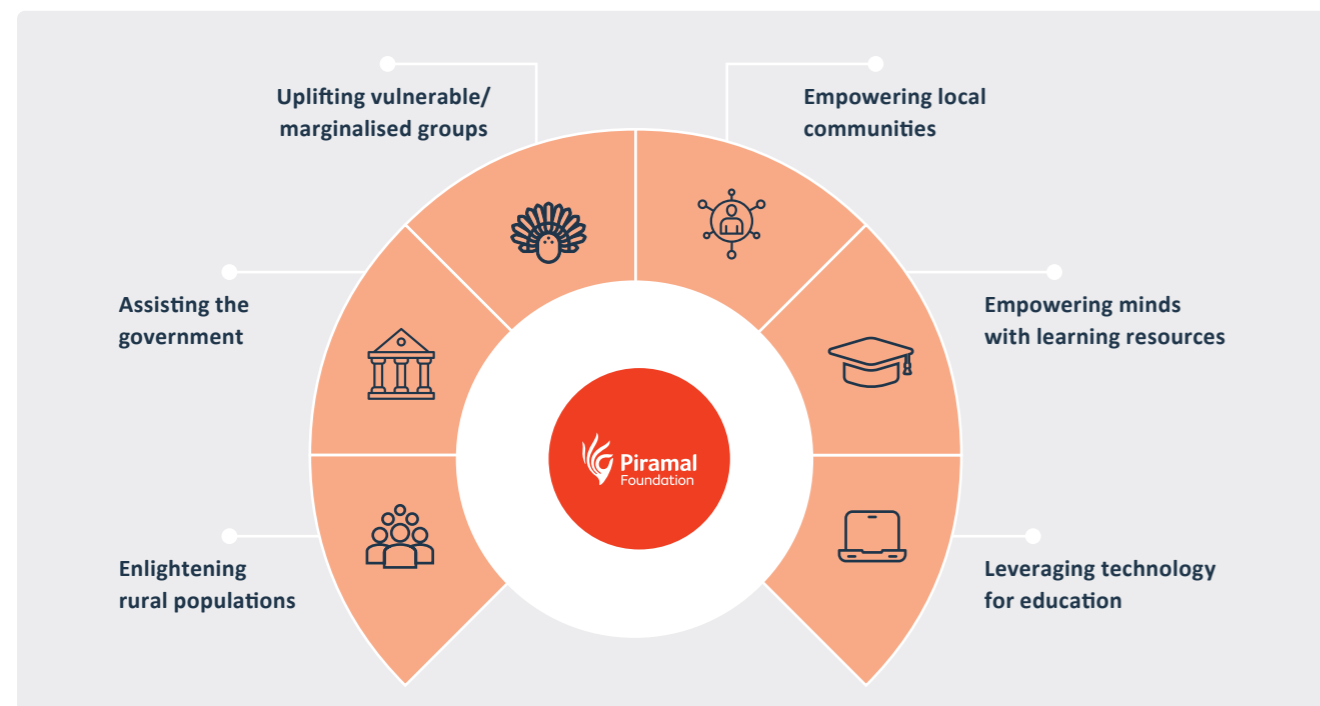
Aspirational Bharat Collaborative (ABC): Transforming Lives at Scale

The Foundation’s Aspirational Bharat Collaborative (ABC) initiative is dedicated to improving the quality of life for over 100 Million people in India’s most underserved regions. By fostering hyper-local collaboration and last-mile convergence at the Block and Gram Panchayat levels, ABC enhances key development indicators in health, nutrition and education.

The ABC was initiated by the Kaivalya Education Foundation and Piramal Foundation in partnership with NITI Aayog. It is a strategic alliance that seeks to build an inclusive, empowered and sustainable India, inviting all stakeholders to contribute to the vision of a 'Viksit Bharat' by 2047.

ABC aims to improve the lives of 100 Million citizens across 140+ least developed districts, including 100+ Aspirational Districts and covers 170+ Aspirational Blocks as defined by NITI Aayog across India. These districts and blocks face significant developmental challenges, including poor socio-economic indicators, low literacy rates, high dropout rates and inadequate infrastructure for quality education.

ABC has been driving transformation in Aspirational Districts and Blocks for over five years. In alignment with India’s Localisation of Sustainable Development Goals (LSDG) vision, the initiative strengthens collaboration among local ecosystem stakeholders and government bodies, ensuring meaningful, grassroots-level impact.



Stakeholder Centricity

Focusing on grassroots development through decentralisation and local governance, Bharat Collab is engaging a broad network of local partners such as PRI members, SHGs, faith leaders, local media, NGOs, and youth. This inclusive model ensures that development is community-led.

Climate Literacy in Classrooms: The Green School Initiative

Part of the Aspirational Bharat Collaborative, the Green School initiative gained international recognition by being featured in the Foundation for Environmental Education (FEE)'s Global Newsletter. The programme aims to create sustainability-oriented, carbon-neutral schools through three pillars: green curriculum, infrastructure readiness, and student- and community-led action. This initiative aspires to nurture a new generation of climate-aware citizens rooted in local governance systems.

Empowering Grassroots Governance: Viksit Panchayats

Aligned with the national vision of 'Viksit Panchayat se Viksit Bharat,' our current strategy focuses on strengthening grassroots governance by working directly with 5,000 Gram Panchayats (GPs) to drive improvements in Human Development Index (HDI) indicators. In FY2025, we established 4,300 Gram Panchayat Planning and Facilitation Team (GPPFT) forums and supported panchayat-led Gram Sabhas in over 3,000 Panchayats. These efforts successfully mobilised more than 4.5 Lakh citizens to participate in holistic, community-led planning and execution.

Driving Educational Change: Panchayat for Education (Pfe)

The Panchayat for Education (Pfe) programme was launched to deepen local ownership and foster departmental convergence for improving the quality of education at the panchayat level. Key interventions this year included establishing Zero Dropout Panchayats in 600+ villages to bring out-of-school children back into classrooms, and implementing inclusive education programmes across 14 PVTG blocks and 300 Panchayats in Jharkhand to enhance learning outcomes for tribal children.

Building Futures: Life Skilling Initiatives

We initiated a large-scale life-skilling programme for 30,000 adolescent girls, with a focus on socio-emotional development, financial literacy and vocational training. Community women were engaged as Karuna Fellows to identify, enrol, support and guide girls through life skills education. Under Shiksha Se Samridhhi Abhiyaan, over 1.5 Lakh adolescent girls were oriented on scholarship applications, resulting in 23,668 scholarships being facilitated across 28 districts.

Water Security through Community Leadership

The Water Secure Panchayat initiative was introduced to promote sustainable, community-driven water management practices. This included reactivating over 400 Village Water and Sanitation Committees (VWSCs), training 3,360 VWSC members in water resource planning and equipping 757 pump operators with technical know-how. More than 25,000 community members were sensitised on the importance of safe drinking water, water conservation and greywater reuse, laying the groundwork for self-reliant, water-secure villages.

Carbon-neutral Schools

The Carbon Neutral Schools initiative advances climate action by scaling up infrastructure interventions that boost carbon offsetting and sequestration. Over 3,000 students were engaged through project-based environmental learning, and eco-activity clubs were established to empower youth leadership in sustainability. These efforts aim to transform schools into green community hubs that contribute to India's broader goal of achieving net-zero emissions.

Strengthening Development in Telangana: The Digwal-Chilkapalle Story

Through focused initiatives in education, health, livelihoods and youth engagement, a strong, trust-based partnership has been established between PPL and the communities of Digwal and Chilkapalle in Sangareddy District, Telangana.

Srijan: Ek Nayi Soch initiative, a collaborative effort between the Piramal Foundation (PF) and Piramal Pharma Limited (PPL), has made significant strides in fostering community-led development in Digwal. This initiative has strengthened trust, empowered women and youth, and laid the groundwork for long-term impact.

Last year, regular monthly visits were conducted by PF teams to Digwal to engage with local influencers and to organise Gram Sabhas with over 150 participants to align with community priorities. Additionally, more than 500 community members were linked to government schemes, with over 100 enrolments in programmes like PMSBY, E-Shram and Sukanya Samridhhi Yojana, enhancing economic security.

A pilot scholarship programme was also launched to support students from grades 10–12, with plans to expand support to more students in the academic year FY2026. The initiative prioritises girls and economically disadvantaged youth. Additionally, 25 women received employable skills training, along with sessions on Nonviolent Communication (NVC), POSH and gender sensitisation. The next phase of this initiative aims to link trainees with employment opportunities at PPL and scale the programme to 50+ beneficiaries.

The project has catalysed deep community engagement in a short span by nurturing local talent, promoting educational equity and initiating women-led livelihood opportunities. It has begun building a meaningful bridge between PPL's intent and community aspirations. The sustained involvement of the PF Central Team and alignment with the PPL plant offer strong potential for long-term, sustainable development outcomes in Digwal and Chilkapalle.

Strengthening Bonds beyond the Workplace

At PPL, our sites play an active role in strengthening community ties and upholding social responsibility at the local level. We maintain transparent communication about any actual or

potential negative impacts of our operations on surrounding communities and during the reporting period, no such significant impacts were identified. Beyond compliance, our sites regularly initiate and participate in community-focused programmes, reinforcing PPL's commitment to inclusive growth and responsible corporate citizenship.

Empowering Children through NGO Partnerships

Several PPL sites regularly collaborate with NGOs supporting children with diverse abilities to foster meaningful community engagement. As part of

these efforts, children are engaged in creative activities such as crafting, learning and skill-building. Their work and efforts are showcased through events at various sites, providing them with a platform for recognition and encouragement. These efforts not only nurture the children's confidence and abilities but also raise awareness and foster empathy among employees through meaningful interaction and support.

Across all our initiatives, we are guided by the conviction that sustainable development must be inclusive,

collaborative and rooted in local communities. Whether through strengthening governance, advancing education, empowering women and youth, or promoting environmental stewardship, our efforts are focused on creating long-term impact. As we move forward, we are committed to deepening partnerships and continuing to invest in solutions that enable communities to thrive with dignity and opportunity.





Community engagement programmes conducted by the Piramal Foundation

Annexure 1 GRI Index

Statement of Use	Piramal Pharma Limited has reported with accordance to the GRI Standards for the period between April 1, 2024 to March 31, 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
General Disclosures						
GRI 2 General Disclosures 2021	2-1	Organisational details				1
	2-2	Entities included in the organisation's sustainability reporting				1
	2-3	Reporting period, frequency and contact point				1
	2-4	Restatements of information				1
	2-5	External assurance				1
	2-6	Activities, value chain and other business relationships				8-11, 16-17
	2-7	Employees				81
	2-8	Workers who are not employees				81
	2-9	Governance structure and composition				22-27
	2-10	Nomination and selection of the highest governance body				26-27
	2-11	Chair of the highest governance body				24-27
	2-12	Role of the highest governance body in overseeing the management of impacts				26-27
	2-13	Delegation of responsibility for managing impacts				26-27
	2-14	Role of the highest governance body in sustainability reporting				26-27
	2-15	Conflicts of interest				28-29
	2-16	Communication of critical concerns				28-29
	2-17	Collective knowledge of the highest governance body				26-27
	2-18	Evaluation of the performance of the highest governance body				27
	2-19	Remuneration policies				27
	2-20	Process to determine remuneration				27
	2-21	Annual total compensation ratio				27
	2-22	Statement on sustainable development strategy				6-7
	2-23	Policy commitments				28
	2-24	Embedding policy commitments				28-29
	2-25	Processes to remediate negative impacts				28
	2-26	Mechanisms for seeking advice and raising concerns				28
	2-27	Compliance with laws and regulations				28
	2-28	Membership associations				5
	2-29	Approach to stakeholder engagement				16-17
	2-30	Collective bargaining agreements			Principle 3 (Uphold the freedom of association and the effective recognition of the right to collective bargaining)	93
GRI Material Topics 2021	3-1	Process to determine material topics				18-19
	3-2	List of material topics				18-19



Annexure 1

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
Specific Standard Disclosures (Category: Economic)						
GRI 201: Economic Performance 2016	3-3	Management of material topics				120-126
	201-1	Direct economic value generated and distributed				12-13
	201-2	Financial implications and other risks and opportunities due to climate change				33, 122
	201-3	Defined benefit plan obligations and other retirement plans				85
	201-4	Financial assistance received from government			PPL does not receive financial assistance from Government	
GRI 202: Market Presence 2016	3-3	Management of material topics				120-126
GRI 203: Indirect Economic Impacts 2016	3-3	Management of material topics				120-126
	203-1	Infrastructure investments and services supported				108-111
GRI 204: Procurement Practices 2016	3-3	Management of material topics				120-126
	204-1	Proportion of spending on local suppliers				43
GRI 205: Anti-Corruption	3-3	Management of material topics				28-29, 120
	205-1	Operations assessed for risks related to corruption				28
	205-2	Communication and training about anti-corruption policies and procedures				29
	205-3	Confirmed incidents of corruption and actions taken				29
GRI 206: Anti-competitive Behaviour	3-3	Management of material topics				28-29
	206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			Page 78 of the Annual Report FY2025.	28
GRI 207: Tax 2019	3-3	Management of material topics				34
	207-1	Approach to tax				34
	207-2	Tax governance, control, and risk management				34
Category: Environment						
GRI 301: Materials 2016	3-3	Management of material topics				77
GRI 302: Energy 2016	3-3	Management of material topics				66-70
	302-1	Energy consumption within the organisation				70
	302-3	Energy Intensity				67
	302-4	Reduction of energy consumption				67-71
GRI 303: Water and Effluents 2018	3-3	Management of material topics				74-76
	303-1	Interactions with water as a shared resource				74-75
	303-2	Management of water discharge related impact				74
	303-3	Water withdrawal			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	74-75

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
	303-4	Water discharge			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	74-75
	303-5	Water consumption			BRSR Report Principle 6 L1 (Page 150, PDF page 77)	74-75
GRI 304: Biodiversity 2016	3-3	Management of material topics				73
	304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities)	73
	GRI 305: Emissions 2016	3-3	Management of material topics			64-65
	305-1	Direct (Scope 1) GHG emissions			Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities)	65
	305-2	Energy indirect (Scope 2) GHG emissions				65
	305-3	Other indirect (Scope 3) GHG emissions				65
	305-4	GHG Emissions Intensity				65
	305-5	Reduction of GHG emissions				67-68
	305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			The Company's emissions levels are monitored in compliance with applicable regulations and are well-below the permissible limits	72
	GRI 306: Waste 2020	3-3	Management of material topics			
	306-1	Waste generation and significant waste-related impact			Principle 7 (Adopt a precautionary approach to environmental challenges) Principle 8 (Conduct environmentally responsible activities) Principle 9 (Encourage the development and diffusion of environmentally friendly technologies)	76
	306-2	Management of significant waste related impacts				76
	306-3	Waste generated				76
	306-4	Waste diverted from disposal				76
	306-5	Waste directed to disposal				76












Annexure 1









GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
GRI 308: Supplier Environmental Assessment 2016	3-3	Management of material topics				26-27, 125
	308-1	New suppliers that were screened using environmental criteria	Supply Chain Management HC-BP 430a.1			42-43
	308-2	Negative environmental impacts in the supply chain and actions taken	Supply Chain Management HC-BP 430a.1			42-43
Category: Social						
GRI 401: Employment 2016	3-3	Management of material topics				80-81
	401-1	New employee hires and employee turnover	Employee Recruitment, Development & Retention HC-BP 330a.1 HC-BP-330a.2	Principle 6 (Eliminate discrimination in employment and occupation)		82
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees				85
	401-3	Parental Leave				85
GRI 402: Labor/Management Relations 2016	3-3	Management of material topics				92
	402-1	Minimum notice periods regarding operational changes				85
GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics				96
	403-1	Occupational health and safety management system				96-103
	403-2	Hazard identification, risk assessment, and incident investigation				101
	403-3	Occupational health services				96-103
	403-4	Worker participation, consultation, and communication on occupational health and safety				96-103
	403-5	Worker training on occupational health and safety				101
	403-6	Promotion of worker health				85-86
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				96-103
	403-8	Workers covered by an occupational health and safety management system				96-103
	403-9	Work-related injuries				98-99
403-10	Work-related ill health				98-99	
GRI 404: Training and Education 2016	3-3	Management of material topics				86-92
	404-1	Average hours of training per year per employee				88
	404-2	Programmes for upgrading employee skills and transition assistance programmes				90-91
	404-3	Percentage of employees receiving regular performance and career development reviews				83
GRI 405: Diversity and Equal Opportunity 2016	3-3	Management of material topics				80-81
	405-1	Diversity of governance bodies and employees				81
	405-2	Ratio of basic salary and remuneration of women to men				85

GRI Standard	Disclosure	Description	SASB	UNGC	Reason for Omission	Page No./Remarks
Non-discrimination 2016	3-3	Management of material topics				28
	406-1	Incidents of non-discrimination and corrective actions taken	Business Ethics HC BP-510a.2		BRSR Principle 5 E6 page 146 (PDF page no 75)	29, 93
407: Freedom of Association and Collective Bargaining 2016	3-3	Management of material topics				92
	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk				93
GRI 408: Child Labour 2016	3-3	Management of material topics				92
	408-1	Operations and suppliers at significant risk for incidents of child labour	Business Ethics HC-BP-510a.2			41, 93
GRI 409: Forced or Compulsory Labour 2016	3-3	Management of material topics				92
	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Business Ethics HC- BP-510a.2			41, 93
GRI 410: Security Practices 2016	3-3	Management of material topics				91
	410-1	Security personnel trained in human rights policies or procedures				91
GRI 411: Rights of Indigenous Peoples 2016	3-3	Management of material topics				93, 126
	411-1	Incidents of violations involving rights of indigenous peoples				93
GRI 413: Local Communities 2016	3-3	Management of material topics				111
	413-1	Operations with local community engagement, impact assessments, and development programmes				111
	413-2	Operations with significant actual and potential negative impacts on local communities				108
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	Supply Chain Management HC-BP 430a.1			41
	414-2	Negative social impacts in the supply chain and actions taken	Supply Chain Management HC-BP 430a.1			41
GRI 416: Customer Health and Safety 2016	3-3	Management of material topics				103-104
	416-1	Assessment of the health and safety impacts of product and service categories				52
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services				52
GRI 417: Marketing and Labeling 2016	3-3	Management of material topics				104-105
	417-1	Requirements for product and service information and labeling				106
	417-2	Incidents of non-compliance concerning product and service information and labeling				106
	417-3	Incidents of non-compliance concerning marketing communications				106
GRI 418: Customer Privacy 2016	3-3	Management of material topics				37
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data				37

Annexure 2

SDG Mapping

SDG	Description
	End poverty in all its forms everywhere
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
	Ensure healthy lives and promote well-being for all at all ages
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	Achieve gender equality and empower all women and girls
	Ensure availability and sustainable management of water and sanitation for all
	Ensure access to affordable, reliable, sustainable and modern energy for all
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

SDG	Description
	Reduce inequality within and among countries
	Make cities and human settlements inclusive, safe, resilient and sustainable
	Ensure sustainable consumption and production patterns
	Take urgent action to combat climate change and its impacts
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
	Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development

Annexure 3

Stakeholder Engagement and Materiality Assessment

1 Business Ethics Risk

Rationale
External regulatory environment on corporate ethics is dynamic. Ethical business standards, framework and activism are evolving that needs continuous improvement and preparedness.

Mitigation Approach
The Company has established robust guiding principles ensuring ethical functioning across its value chain. Its Code of Conduct for Board members, senior management, employees, suppliers, vendors and contractors aligns with its commitments to ethical and transparent business practices.

Financial Implications
Positive financial impact.

Relevant UN SDGs Mapping

2 Patient, Customer, and Consumer Centricity Risk

Rationale
Increased regulatory oversight with respect to patient and product safety in a highly competitive industry space is an imperative for the Company to have a robust focus on patient, customer and consumer-centricity.

Mitigation Approach
The Company's expertise in patient, customer and consumer-centricity is driven by its fundamental principles of knowledge, action, care and impact. The Company recognises patient-centricity as its key strategic priority and has undertaken various initiatives.

Financial Implications
Potential positive implications due to customer trust and long-term strategic partnerships.

Relevant UN SDGs Mapping

3 Data Privacy and Data Security Risk

Rationale
Data integrity and privacy is an imperative to guarantee trust between the stakeholders. Evolving regulations and increasing sensitivity towards data privacy is driving focus on information security.

Data breach of the Company's Information Technology System leads to business damage and reputational risk, causing damage at both financial and non-financial ends.

Mitigation Approach
The Company closely scrutinises its data management systems through the following ways:

- Using secure computers and servers
- Adopting data back-up software for remote storage as well
- Having robust cyber security framework
- Application of anti-virus, anti-spyware protection and firewall
- Implementing better cyber policies for remote workers

Financial Implications
Negative implication due to cost incurred on purchase of hardware and software needed for data security management system.

Relevant UN SDGs Mapping

4 Product Quality and Safety Risk

Rationale
Increased regulatory oversight with respect to patient and product safety in a highly competitive industry space, which is an imperative for the Company to have a robust focus on patient, customer and consumer-centricity. Thus, the Company needs to maintain its standards in order to be compliant to avoid potential risks.

Mitigation Approach

- The Company is on a quality advancement journey from 'Quality for Compliance' to 'Quality as a Culture', with a focus on systems, processes, technology and people
- A dedicated Corporate Quality Assurance Group actively monitors adherence to the prescribed product quality standards

Financial Implications
Potential positive implication due to customer loyalty and long-term strategic partnerships.

Relevant UN SDGs Mapping

5 Financial Performance Opportunity

Rationale
Due to growing population, increasing access to healthcare and augmented affordability, the Pharmaceutical sector is poised to grow at a steady rate.

Mitigation Approach
The Company's strong fundamental and robust business model make it resilient, enabling it to capitalise on market opportunities effectively. The Company's focus on quality and safety ensures overall financial performance.

Financial Implications
Positive implication due to growing market.

Relevant UN SDGs Mapping

6 Regulatory Compliance Risk

Rationale
Stringent compliance regulations have challenged companies in a variety of ways. Any failure to obtain, retain, or renew them in a timely manner may adversely affect operations. A change in laws or regulations made by the government or a regulatory body may increase the cost of operating a business.

Mitigation Approach
The applicable regulatory framework is continuously tracked by the Company and it is compliant to the applicable laws and regulations.

Financial Implications
Negative implication due to cost incurred on systems and processes to ensure strict compliance with applicable/emerging regulations.

Relevant UN SDGs Mapping

7 Accessibility and Affordability Opportunity

Rationale
With increasing accessibility and affordability, the Pharmaceutical industry is poised to grow at a steady rate.

Mitigation Approach
The Company ensures that the products can be accessed by wider number of consumers via traditional distribution channels, e-commerce platforms and own website wellify.in.

Financial Implications
Positive implications in the long run due to increased market share and development.

Relevant UN SDGs Mapping

8 Asset Integrity Opportunity

Rationale
With growing technological advancements, better quality of assets are available at cost effective prices. An upgrade in asset base will ensure effective and efficient operations and productivity.

Mitigation Approach
The Company has developed robust systems and processes for asset management. Project Catalyst has been implemented for enhancing digitisation and automation.

Financial Implications
Positive implication due to increased productivity.

Relevant UN SDGs Mapping

Annexure 3

9 Business Continuity and Disaster Resilience Risk

Rationale
Due to increased uncertainty in external environment, such as increased frequency of natural and human-made disasters, emerging infections and cyber security risks, it is imperative for the Company to have robust business continuity and disaster resilience mechanisms.

Mitigation Approach
PPL's manufacturing facilities are equipped with resilient disaster-preparedness plans in terms of robust response, rescue measures and quick recovery processes. The Company's robust IT systems ensure data continuity and resumption of operations at the earliest.

Financial Implications
Negative implication due to expenditure on preparedness measures.

Relevant UN SDGs Mapping

10 Climate Action/Climate Change Risk

Rationale
Due to rapid and evolving global warming and carbon emissions, the preparedness to tackle climate change is an imperative for the Company. Various stakeholder groups want immediate action and aggressive plans to be taken so as to address any risk that may arise.

Mitigation Approach
The Company is undertaking a detailed exercise to develop a robust decarbonisation strategy to mitigate the risk. The Company has already initiated to switch to agro-briquettes and renewable energy.

Financial Implications
Positive implication due to process improvement, energy efficiency and improved stakeholder output.

Relevant UN SDGs Mapping

13 Energy Management Opportunity

Rationale
With evolution of energy-efficient technologies, increasing commercial viability of renewable and other alternative sources of energy, reliance on fossil fuels is expected to decrease.

Mitigation Approach
The Company is committed to procuring and using energy in an efficient, cost-effective and environmentally responsible manner. The Company has already initiated to switch to agro-briquettes and renewable energy.

Financial Implications
Negative impact due to increased cost of fuel and capex in energy-efficient appliances. However, positive financial impact is expected in the long run due to lower cost of energy.

Relevant UN SDGs Mapping

14 Human Capital Development Opportunity

Rationale
With the evolution of knowledge-based economy and availability of trained and skilled people, the productivity of human resources has been significantly augmented, resulting in effective significant operations.

Mitigation Approach
The Company focuses on continuous learning to foster professional growth. It has robust talent management systems that nurture its human capital through comprehensive learning and career development initiatives, mentoring pathways and employee engagement activities.

Financial Implications
Positive implications due to increased productivity of workforce.

Relevant UN SDGs Mapping

11 Corporate Governance Risk

Rationale
External regulatory environment on corporate governance is dynamic and varies across regions. Corporate Governance standards, framework and activism are evolving, necessitating continuous improvement.

Mitigation Approach
The Company implements a strong governance mechanism across all its business operations and ensures a transparent communication of its corporate governance policies and protocols for smooth functioning. This is essential to safeguard stakeholders' priorities and expectations.

Financial Implications
Positive implication due to smooth business operations.

Relevant UN SDGs Mapping

12 Employee Health and Safety Risk

Rationale
Employees and workers within the Company are exposed to chemically and biologically hazardous materials that may have health impacts. Furthermore, heavy machinery usage also poses risk of accidents and other hazards.

Mitigation Approach
The Company has implemented robust global EHS standards for all its business operations inclusive of guidelines and a Company-level EHS Policy, which acts as a guiding tool to identify and mitigate potential hazards and provide a secure working environment for all its employees/workers/visitors.

Financial Implications
Negative impact due to increased operational cost incurred on safety training and protective gears.

Relevant UN SDGs Mapping

15 Operational Excellence Opportunity

Rationale
With growing technological advancements and innovations, more avenues are available for resource efficiency, product stewardship and cost savings.

Mitigation Approach
The Company focuses on operational resilience, agility and transparency through greater deployment of digital and analytical tools, along with the automation of processes.

Financial Implications
Positive impact due to increased productivity and efficiency.

Relevant UN SDGs Mapping

16 Product Sustainability/Stewardship Opportunity

Rationale
Demand for safe and sustainable products is increasing thus providing an opportunity for the organisation to increase customer base through product stewardship initiatives.

Mitigation Approach
The Company has adopted adequate measures to ensure safety of the products and eco-efficiency of the operations. The Company plans to undertake systemic studies to identify lifecycle environmental footprint of its products and take appropriate measures to improve product sustainability.

Financial Implications
Positive implication because of customer trust, loyalty and strategic partnerships.

Relevant UN SDGs Mapping

Annexure 3

17 R&D and Innovation
Opportunity

Rationale
Due to increasing demand of healthcare, there is opportunity for product innovation. Furthermore, R&D and innovation can contribute to operational excellence.

Mitigation Approach
The Company focuses on innovation-led research and has a robust R&D and quality team.

Financial Implications
Positive impact due to increased productivity and new product development.

Relevant UN SDGs Mapping

18 Responsible Investment (CapEx)
Opportunity

Rationale
With the Government of India's increasing emphasis on green projects, the Company has a strong opportunity to leverage responsible investment, driving both operational productivity and positive impact.

Mitigation Approach
The Company has started evaluating CapEx plans with respect to non-financial aspects in addition to the financial aspect during the feasibility phase.

Financial Implications
Positive impact due to increased relevance and strategic investments.

Relevant UN SDGs Mapping

21 Supply Chain Management
Risk

Rationale
Dependency on single-source and trans-border supplier engagement as well as procurement has a likelihood to disrupt the supply of the products of the Company, resulting in lower sales and negative impact on the Company's reputation.

Mitigation Approach
The Company has signed up for the membership of Pharmaceutical Supply Chain Initiative (PSCI). The Company is pro-actively working towards diversifying vendor base and obtaining alternative suppliers, in order to minimise any risk arising from supply chain interruptions.

Financial Implications
Negative implication due to increase in cost of supplier evaluation.

Relevant UN SDGs Mapping

22 Technology Adoption
Opportunity

Rationale
With growing technological advancements and innovations, more avenues are available for resource efficiency, product stewardship and cost savings.

Mitigation Approach
The Company focuses on operational resilience, agility and transparency through the deployment of digital and analytical tools, along with the automation of processes.

Financial Implications
Positive impact due to increased efficiency, accuracy and productivity.

Relevant UN SDGs Mapping

19 Risk and Opportunity Management
Opportunity

Rationale
Risks and opportunities assessment provides relevant insights to the Company. It is a proactive, dynamic and continuous process inclusive of all the operations. The motive of the process is to prioritise and implement necessary actions to mitigate risks and capture emerging opportunities.

Mitigation Approach
The Company has a robust Risk Management system to identify, manage and mitigate business risks. Risk management, internal controls and assurance processes are embedded into all activities of the Company.

Financial Implications
Positive implications due to benefits incurred by mitigating risks and delivering opportunities.

Relevant UN SDGs Mapping

20 Stakeholder Relationship
Opportunity

Rationale
Stakeholders place their trust in the Company when its motives align with their priorities. Active involvement and consensus among stakeholders help minimise conflicts and enhance productivity.

Mitigation Approach
The Company undertakes a robust stakeholder engagement process to understand the needs and expectations of its stakeholders. The Company engages with all its stakeholders, thereby helping increase stakeholder trust and loyalty.

Financial Implications
Positive impact due to reputation, goodwill and increased productivity of employees.

Relevant UN SDGs Mapping

23 Water and Waste Management
Risk

Rationale
With decreasing availability of water, there are risks of regulatory restrictions, stakeholder activism and operational shutdown. Due to an increased regulatory constraints on waste disposal, it becomes imperative for the Company to adopt responsible waste management practices.

Mitigation Approach
The Company focuses on reduced consumption and reuse of water and patch leaks, and embraces technologies with lower water intensities. The Company ensures that the hazardous waste generated by its operations is safely handled and disposed off in an environmentally responsible manner. Additionally, the Company has undertaken comprehensive water audits at its operational locations.

Financial Implications
Negative implication due to cost incurred in handling and safe disposal of waste and water.

Relevant UN SDGs Mapping

24 Air Emissions and Air Quality
Risk

Rationale
Due to an increased regulatory constraints on ambient air quality, it is an imperative for the Company to mitigate air emissions.

Mitigation Approach
The Company practices responsible management of air emissions of Nitrogen Oxides (NOx), Sulphur Oxides (SOx), Particulate Matter (PM) and Volatile Organic Compounds (VOCs) to maintain ambient air quality.

Financial Implications
Negative implication due to increase in CapEx and operating cost.

Relevant UN SDGs Mapping

25 Community Development Opportunity

Rationale
Community engagement helps the Company build trust in the community. Business operations should be coherent with community priorities and wellness. Being harmonious with community prevents the risks of conflicts and creates a positive image of the Company.

Mitigation Approach
The Company, with the help of the Piramal Foundation, has developed three strategies for community development highlighted below and implemented them as 6 Big Bets.

- 1: Enable marginalised populations to benefit from India's growth story
- 2: Strengthen the government's capacity through leadership development and digitisation
- 3: Develop the youth of the nation

Financial Implications
Positive implications due to a better reputation and goodwill.

Relevant UN SDGs Mapping



27 Human Rights Risk

Rationale
Human Rights are an inclusive concern for the Company throughout the supply chain. It can also affect the reputation and public relations of the Company, hence making it a critical business conduct issue.

Mitigation Approach
The Company has developed a Human Rights Policy and redressal mechanism to address and mitigate any risk arising from a human rights standpoint. The Company has established policies and processes related to ethical conduct, equal opportunities, prevention of sexual harassment, child labour, involuntary labour and sexual harassment.

Financial Implications
Negative impact is observed due to costs incurred for the strict applications and compliance with fundamental human rights.

Relevant UN SDGs Mapping




26 Ecosystem and Biodiversity Risk

Rationale
To be sustainably relevant in the long term, it is important for the Company to operate in harmony with surroundings. The ecosystem is about striking a balance between business operations and biodiversity with relevant natural resources including their sourcing and disposal whilst maintaining a balance.

Mitigation Approach
The Company is involved in multiple projects to safeguard ecosystem and biodiversity. Its ESG Policy also promotes the conservation of biodiversity, while mitigating the risks and impacts arising from operations.

Financial Implications
Negative implication due to cost incurred for the protection of ecosystem and biodiversity.

Relevant UN SDGs Mapping




28 Product Tracking Opportunity

Rationale
For the Company to be responsible, not only should its operations align with the sustainable goals but so should its products. It provides them with products' footprint and the impact it has on the environment.

Mitigation Approach
The Company strives to analyse the negative impact of its products on the environment and takes consistent efforts to minimise them.

Financial Implications
Negative implications due to cost incurred in complex product tracking.

Relevant UN SDGs Mapping



Annexure 4 Sustainability KPI Status FY2025

Focus Areas	Material Topics	KPIs	Targets	Timeline	Key Initiatives Undertaken	Status
Responsible Operations						
Climate Change Management	Climate Change	Reduce absolute GHG emissions (Scope 1 and 2)	Undertake the activities identified in Carbon Reduction Plan (CRP), to support its Scope 1 and Scope 2 emission reduction targets	FY2025	• Comprehensive review of energy and GHG emission profile undertaken	Complete
		Scope 3 inventorisation	Estimate Scope 3 GHG emissions	FY2025	• Scope 3 emissions decarbonisation leavers identified	Complete
Energy Management	Energy Management	Energy consumption reduction	Energy audits; Roadmap for sites retrofitting	FY2025	• Energy audits completed for all the sites • Roadmaps for sites retrofitting is in progress • Potential Emission reduction of 3,648 tCO ₂ e identified	Complete
			Implementation of energy efficient equipment and appliances	FY2027	• Reconciliation of energy efficiency ideas and their prioritisation is in progress	In progress
		Energy management system	Adoption of energy management system as per global standards	FY2027	• Energy metering gaps identified • Adoption of energy management system is in progress	In progress
Water Stewardship and Management	Water Management	Water management	Conduct comprehensive water use assessment of all sites	FY2025	• Conducted comprehensive water assessment for Indian and UK sites	Complete
			Develop plans to reduce freshwater withdrawal and reduce freshwater consumption by 5%	FY2025	• Identified microprojects to manage water better • Microprojects implemented in India, resulting in 100 KLD water saving in FY2025	Complete
	Waste management	Zero incinerable hazardous waste to landfill	Diversion of incinerable hazardous waste from landfilling	FY2025	• Explored opportunities to increase the calorific value of hazardous waste to and diverted it to pre-processing and co-processing • 51% of hazardous waste generated India is diverted for co-processing • No sites send hazardous waste to landfill	Complete
		Non-hazardous waste disposal	Recycle 100% of non-hazardous waste in India and 90% in the UK and North America	FY2025	• 100% non-hazardous waste is sent for recycling in India and the UK • A non-hazardous waste tracker is developed for each North America site	Complete
Ecosystem and biodiversity	Biodiversity	Green cover and afforestation	Maximise green belts at operating sites	FY2025	• 33% of Indian sites are green cover	Complete
			Plant 4,000 trees in India	FY2025	• Planted 2,000+ saplings out of 4,000 saplings targeted for FY2025	Complete

Annexure 4

Focus Areas	Material Topics	KPIs	Targets	Timeline	Key Initiatives Undertaken	Status
Business Resilience						
Business Ethics and Compliance	Human rights	Human rights protection	Address 100% of complaints concerning violation of human rights Train all employees on human rights policy	FY2025	<ul style="list-style-type: none"> Zero cases of human rights violation 100% employees trained all the employees on human rights 	Complete
	Data privacy and security	Data privacy and security	Ensure adherence with applicable data privacy and security norms Ensure zero high and mid-level data breaches	FY2025	<ul style="list-style-type: none"> Multi Factor authentication for O365 and Data protection on non-Piramal asset tool initiated for some of the sites Multi Factor authentication for VPN access implemented at one of the site (For more initiatives, refer to page no. 36) 	Complete
Responsible Supply Chain	Supply chain management	Supplier engagement on ESG	Screening of new strategic suppliers on ESG criteria	FY2025	<ul style="list-style-type: none"> Sustainable Procurement Policy rolled out Revised supplier code of conduct 	Complete
			Assessment of 40% critical suppliers	FY2025	<ul style="list-style-type: none"> Self-Assessment Questionnaire revised SAQ rolled out of 50 suppliers 	In progress
			Coverage of at least 5% suppliers into supplier capacity building programmes	FY2025	<ul style="list-style-type: none"> Supplier meet conducted for 3 sites E-learning module for sustainability rolled out employees 	Complete
Quality and Excellence						
Operational Excellence	Operational excellence	MIS digitalisation	Ensure digitisation of MIS across functions and sites	FY2025	<ul style="list-style-type: none"> Enterprise Data platform (EDP) build completed QlikSense platform to commence by migrating all existing reporting dashboard to the new cloud-based platform Regulatory Information Management System and simplified LIMS for one of the sites upgraded 	Complete
Technology and Automation	Technology Adoption	Automation	Assess and explore opportunities for automation. Leverage technologies towards Pharma 4.0	FY2025	<ul style="list-style-type: none"> Introduce Catalyst NxGen (S4 HANA), road map and complete first phase 	Complete
Product Excellence	Product quality and safety	Product Quality	<ul style="list-style-type: none"> Cost of Poor Quality (COPQ): Compute true cost in 1 year and aim to improve YoY First time right for more than 80% of commercial batches 	FY2025	<ul style="list-style-type: none"> 96% first time right commercial batches 	Complete

Focus Areas	Material Topics	KPIs	Targets	Timeline	Key Initiatives Undertaken	Status
		Regulatory audits	Ensure successful outcomes of regulatory audits	FY2025	<ul style="list-style-type: none"> Successfully cleared 36 regulatory inspections (including 2 US FDA inspections) and 165 customer audits 	Complete
		Pharma-covigilance	Ensure Adverse Drug Reaction Reporting in accordance with applicable norms	FY2025	<ul style="list-style-type: none"> The compliance for adverse reaction reporting in FY2024 is 99.8% for global authorities 	Complete
		Product tracking	Product tracking and serialisation	Use of QR Codes/ Product Authentication Codes on primary packings of relevant products in accordance with applicable regulations	FY2025	<ul style="list-style-type: none"> Compliance with applicable regulations
Stakeholder Centricity						
Community Development	Community development	Organise community engagement programme	Partner with Piramal Foundation to positively impact aspirational district communities	FY2025	<ul style="list-style-type: none"> We invested 5.34 Crore in CSR programmes, with a strong focus on uplifting marginalised communities in the aspirational districts of India 	Complete
Human Capital Management and Safety	Human Capital development	Diversity, Inclusion, Belonging and Accessibility (DIBA)	<ul style="list-style-type: none"> 20% women in the workforce globally Ensure 25% of new hires through Management Trainee, Graduate Engineering Trainee (GET) and Global Emerging Leaders (GEL) Programmes are women 	FY2025	<ul style="list-style-type: none"> Global women workforce is 20% 63.30% new hires from campus are female employees 	Complete
Stakeholder Relationship						
Employee Health and Safety	Employee health and safety	Learning and Development	Cover 85% of employees for ESG training annually	FY2025	<ul style="list-style-type: none"> 100% employees covered under ESG training 	Complete
		Lost Time Injury Rate (LTIR)	Maintain LTIR < 0.2 per 2,00,000 person-days worked Investigate all incidents and implement Corrective Action Preventive Actions (CAPA)	FY2025	<ul style="list-style-type: none"> Globally LTIR=0.05 CAPA completion 87% for incident & 78% overall 	Complete
		Safety trainings at manufacturing sites	2 person-days per employee annually devoted to safety trainings	FY2025	<ul style="list-style-type: none"> 18.63 Hours per employee per year in safety training for employee and contractors 	Complete
Patient, Customer and Consumer-Centricity	Patient, Customer and Consumer-Centricity	Customer satisfaction	Achieve and maintain customer satisfaction rate 82% and achieve and maintain net promoter score (NPS) above 60	FY2025	<ul style="list-style-type: none"> Customer satisfaction score is 85% and 87% for PPS and PCC business respectively Current NPS score is 55 and 71 for PPS and PCC respectively 	Complete

Annexure 5

GHG Verification Statement



Page 1 of 3

INDEPENDENT VERIFICATION STATEMENT to the Management of Piramal Pharma Limited

Piramal Pharma Limited (Corporate Identity Number U24297MH2020PLC338592, hereafter referred to as 'PPL' or 'the Company') has commissioned DNV Business Assurance India Private Limited ("DNV", "us" or "we") to conduct an independent verification of its corporate Greenhouse Gas ('GHG') emission data (scopes 1 and 2 and selected categories of scope 3) for the period 01/04/2024 to 31/03/2025 (FY 2024-25).



Our Conclusion:

Based on our verification procedure followed for limited level of assurance, nothing has come to our attention to suggest that the GHG emissions in the table below and in Annexure I of this statement are not materially correct or a fair representation of the Scope 1, 2 and 3 GHG emissions of PPL's GHG Inventory calculated in line with the GHG Protocol, for the period FY 2024-25.

Scope details	Total GHG Emissions (MTCO _{2e}) for FY 2024-25
Scope 1 Direct GHG emissions ¹	61,351
Scope 2 Indirect GHG emissions ² (location-based)	79,402
Scope 2 Indirect GHG emissions ² (market-based)	66,098
Scope 3 other Indirect GHG emissions ³ (Categories-1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 and 15).	4,91,081

Scope of Work and Boundary

The scope of work as agreed with PPL included a limited level of assurance of the GHG emissions comprising of Scope 1, Scope 2 and Scope 3 emissions data for the FY 2024-25. Verification of GHG emissions from the Company's operations, comprising of:

- Direct GHG emissions (Scope 1):** Covering combustion of fossil fuels and other emissions, such as Combustion of coal, High-Speed Diesel (HSD), furnace oil, natural gas and Liquefied Petroleum Gas (LPG) and fugitive emissions including refrigerant refilling in air conditioners.
- Indirect GHG emissions (Scope 2):** Covering the GHG emissions on account of purchased electricity and purchased steam.
- Indirect GHG emissions (Scope 3):** Other Indirect GHG emissions (Scope 3 emissions) arising from value chain covering thirteen categories as per the Greenhouse Gas Protocol's Corporate Value Chain (Scope 3) Accounting which includes Purchased Goods and Services (category 1), Capital Goods (category 2), Fuel-and-energy-related activities (category 3), Upstream Transport & Distribution (category 4), Waste Generated in Operations (Category 5), Business Travel (category 6), Employee commute (category 7), Upstream Leased Assets (category 8), Downstream transportation and distribution (category 9), Processing of Sold Products (category 10), Use of Sold Products (category 11), End-of Life Treatment of Sold Products (category 12) and Investments (category 15).

Reporting and verification boundary covers the GHG emissions from all the manufacturing facilities of PPL across the globe (9 facilities in India, 2 facilities in UK, 4 facilities in US and 1 facility in Canada) that fall under the direct operational control of the Company's Legal structure.

Basis of our conclusion

DNV planned and performed the verification assessment to obtain the necessary evidence to provide limited level of assurance for Scope 1, 2 and 3 GHG emissions while adopting a risk-based approach in selecting samples to assess the robustness of the underlying data management system, information flow, controls, quality verification, and check procedures. DNV carried out the following activities:

- Desk review** of the Scope 1, 2, and 3 emissions for the period from 01/04/2024 to 31/03/2025. Sampling of activity data for verification in line with the requirements for verification.

1. Scope 1 GHG emissions are calculated based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report and GHG Protocol 2024.
2. Scope 2 GHG emissions for Indian operations are calculated based on the Grid Electricity EF - Central Electricity Authority, Govt. of India, CO₂ baseline database for Indian Power Sector, version 20, December 2024 and for global operations- Emission Factors for Greenhouse Gas Inventories, US EPA.
3. Scope 3 emissions are calculated based on the UK Department for Environment, Food and Rural Affairs (DEFRA) 2024, Exiobase, Ecoinvent database, CEA version 20 and US EPA.



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- Understanding the GHG management procedures**, including formats, assumptions, emission factors, and calculation methodologies, as well as the Company's GHG data management processes used to generate, aggregate, and report the GHG data, assessing completeness and accuracy.
- Site verifications involving** on-site visits to corporate office and selected sites as listed out in Annexure II as part of the process of reviewing the Company's internal protocols, processes, controls related to the collection & collation of its GHG emissions assertions and for verifying the identified activities & GHG emission sources & related evidence at the site level on a sample basis.
- Interactions with key managers and data owners** to review data consolidation systems related to the GHG inventory, including reviews of emission factors and assumptions used in the calculation methodology.
- Evaluation of GHG emissions data** using the reliability principle in conjunction with PPL's methodologies (which are based on GHG Protocol) on data analysis, aggregation, measurement, and reporting.
- Verification of the calibration status** of equipment being used to monitor and generate activity data on a sample basis.

Reporting Criteria and Verification Standards

PPL has prepared its GHG inventory data in reference to the requirements of GHG Protocol: A Corporate Accounting and Reporting Standard.

DNV has carried out this customized engagement in accordance with the principles and requirements as per ISO 14064-3:2019. This provides a limited level of assurance on PPL's GHG performance data based on the principles of Relevance, Completeness, Consistency, Transparency, and Accuracy applying a ±5% materiality threshold for errors and omissions.

Responsibility of the Company

PPL is responsible for the collection, analysis, aggregation, calculations and presentation of data and information related to GHG emission data assertions (based on methodologies defined in frameworks and Greenhouse Gas Protocol - A Corporate Accounting and Reporting Standard) by adopting the 'operational control' model as a performance data consolidation approach.

DNV's Responsibility

Our responsibility for performing this work is to the management of PPL only and in accordance with the scope of work agreed with the Company; however, this statement represents our independent opinion. The verification engagement assumes that the data and information provided to us are complete, sufficient, and true. DNV disclaims any liability or co-responsibility for any decision a person or entity would make based on this verification statement.

Inherent Limitations

DNV's verification engagements 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 verification scope has the following limitations:

- DNV has not been involved in the evaluation or assessment of any financial data/performance of the company. DNV's opinion on specific categories relies on the third party audited financial data 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 verification.
- Data outside the operations specified in the verification boundary is excluded from the verification, unless explicitly mentioned otherwise in this statement.
- The verification engagement assumes that the data and information provided by the Company are complete, sufficient and authentic.
- No external stakeholders were interviewed as part of this verification engagement
- The verification engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this verification, and the Company is responsible for ensuring adherence to relevant laws.

Use and distribution of Verification statement

This verification 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 verification statement.

The use of this verification statement shall be governed by the terms and conditions of the contract between DNV and the Piramal Pharma Limited. DNV does not accept any liability if this verification statement is used for any purpose other than its intended use, nor does it accept liability to any third party in respect of this verification statement.

For DNV Business Assurance India Private Limited,			
Parab, Ankita	Digitally signed by Parab, Ankita Date: 2025.08.22 11:23:58 +05'30'	Sharma, Anjana	Digitally signed by Sharma, Anjana Date: 2025.08.22 15:35:39 +05'30'
Ankita Parab Lead Verifier		Anjana Sharma Technical Reviewer	
Assurance Team: Sudharshan K., Poornachander Maratha, Suraiya Rahman, Himanshu Babbar			

22/08/2025, Mumbai.



Annexure I - GHG Inventory of Piramal Pharma Limited for FY 2024-25

Scope Type	Total Emissions (MTCO ₂ e)
Scope 1 emissions	61,351
Scope 2 emissions (location-based)	79,402
Scope 2 emissions (market-based)	66,098
Scope 3 emissions	
Category 1: Purchased Goods and Services	2,13,221
Category 2: Capital Goods	7,937
Category 3: Fuel- and energy-related activities	35,987
Category 4: Upstream transportation and distribution	88,273
Category 5: Waste generated in operations	350
Category 6: Business travel	2,297
Category 7: Employee commuting	11,699
Category 8: Upstream leased assets	1,496
Category 9: Downstream transportation and distribution	6,182
Category 10: Processing of Sold Products	8,376
Category 11: Use of sold products	1,14,359
Category 12: End-of-life treatment of sold products	175
Category 15: Investments	728
Total Scope 3 emissions	4,91,081

Notes:

- Scope 1 GHG emissions are calculated based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report and GHG Protocol 2024.
- Scope 2 GHG emissions for Indian operations are calculated based on the Grid Electricity EF - Central Electricity Authority, Govt. of India, CO₂ baseline database for Indian Power Sector, version 20, December 2024 and for global operations- Emission Factors for Greenhouse Gas Inventories, US EPA.
- Scope 3 emissions are calculated based on the UK Department for Environment, Food and Rural Affairs (DEFRA) 2024, Exiobase, Ecoinvent database, CEA version 20 and US EPA.

Annexure II - Sites selected for audit

S.no	Site	Location
1.	Corporate Office	Mumbai
2.	Manufacturing Plants (onsite)	Digwal, Telangana Pithampur, Madhya Pradesh Dahej, Gujarat
3.	Manufacturing Plants (remote)	Morpeth, UK Bethlehem, US



Annexure 6 Assurance Statement



INDEPENDENT ASSURANCE STATEMENT to the Management of Piramal Pharma Limited, Mumbai.

Piramal Pharma Limited (Corporate Identity Number L24297MH2020PLC338592, (hereafter mention as 'PPL' or 'the Company') has commissioned DNV Business Assurance India Private Limited ("DNV", "us" or "we") to conduct an independent limited level of assurance of its non-financial sustainability disclosures in its Sustainability Report (hereafter referred as 'Report') for Financial Year (FY) 2024-25.

Scope of Work and Boundary

The agreed scope of work is a Limited Level of assurance of non-financial sustainability disclosures in the Report for the reporting period 01/04/2024 to 31/03/2025. The reported topic boundaries of non-financial sustainability performance are based on the materiality assessment covering the Company's operations as brought out in the section 'Stakeholder Engagement and Materiality Assessment' and 'About the Report'.

Based on the agreed scope with the Company, the boundary of limited level of assurance covers the offices and operations of PPL across the globe that fall under the direct operational control of the Company's Legal structure. The boundary for environmental disclosure is 16 manufacturing facilities of PPL across the globe including 9 facilities in India, 2 facilities in UK, 4 facilities in US and 1 facility in Canada.

Reporting Criteria and Standards

- "in accordance" to requirements of Global Reporting Initiative (GRI) standards 2021
- United Nations Sustainable Development Goals (UNSDGs)
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard

Assurance Methodology/ Standard

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

Apart from DNV's VeriSustain™ protocol (V6.0), DNV team has also followed ISO 14064-3 - Specification with guidance for the verification and validation of greenhouse gas statements; ISO 14046 - Environmental management - Water footprint - Principles, requirements, and guidelines, to evaluate disclosures wrt. Greenhouse gases and water disclosures respectively.

Basis of our conclusion

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

- We adopted a risk-based approach, that is, we concentrated our assurance efforts on the issues of high material relevance to the Company's business and its key stakeholders.
- Reviewed the disclosures in the report. Our focus included general disclosures, GRI topic specific disclosures and any other key metrics specified under the reporting framework.
- Understanding the key systems, processes and controls for collecting, managing and reporting the non-financial disclosures in report.
- Walk-through of key data sets. Understand and test, on a sample basis, the processes used to adhere to and evaluate adherence to the reporting requirements.
- Collect and evaluate documentary evidence and management representations supporting adherence to the reporting requirements.
- Interviews with the senior managers responsible for management of disclosures and review of selected evidence to support environmental KPIs and metrics disclosed the Report. We were free to choose interviewees and interviewed those with overall responsibility of monitoring, data collation and reporting the selected GRI disclosures.

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 2024-25, 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.

Annexure 6



Page 2 of 4

- DNV audit team conducted on-site audits for corporate offices and sites (refer Annexure III). Sample based assessment of site-specific data disclosures was carried out. We were free to choose sites for conducting our assessment.
- Reviewed the process of reporting as defined in the assessment criteria.

Our Conclusion:

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

Principles as per DNV VeriSustain™ Protocol (V6.0)

1. Materiality

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

The Report explains the materiality assessment processes carried out by PPL which has considered concerns of internal and external stakeholders, and inputs from peers and the industry, as well as issues of relevance in terms of impact for PPL's business.

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

2. Stakeholder inclusiveness

The participation of stakeholders in developing and achieving an accountable and strategic response to Sustainability.

The Report brings out the stakeholders who have been identified as significant to the PPL, as well as the modes of engagement established by the Company to interact with these stakeholder groups. The key topics of concern and needs of each stakeholder group which have been identified through these channels of engagement are further brought out in the Report.

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

3. Responsiveness

The extent to which an organization responds to stakeholder issues.

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

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

4. Reliability/Accuracy

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

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

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

5. Completeness

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

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

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

6. Neutrality/Balance

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

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

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



Page 3 of 4

7. Sustainability Context

This addresses the requirement related to the presentation of the organization's performance in its own sustainability and general business context, i.e. a local, regional and international context.

The Report outlines how the PPL monitors and evaluates its impacts across local, regional and global sustainability contexts. It reflects the Company's efforts to align its performance with broader societal needs and planetary boundaries to monitor, measure and evaluate its significant direct and indirect impacts linked to identified material topics across the Company, its significant value chain entities and key stakeholder groups.

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

Responsibility of the Company

PPL has the sole responsibility for the preparation of the Report and is responsible for all information disclosed in the Report. The company is responsible for maintaining processes and procedures for collecting, analyzing and reporting the information and ensuring the quality and consistency of the information presented in the Report. PPL is also responsible for ensuring the maintenance and integrity of its website and any referenced 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 Company in accordance with the agreement between us. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Management of the Company for our work or this assurance statement. We have not performed any work, and do not express any conclusion, on any other information that may be published outside of the Report and/or on 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 PPL and DNV does not accept any liability if this assurance statement is used for an alternative purpose from which is intended, not to any third party in respect of this assurance statement.

Inherent Limitations
<p>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:</p> <ul style="list-style-type: none"> • The assurance engagement considers an uncertainty of ±5% based on materiality threshold for estimation/measurement errors and omissions. • DNV has not been involved in the evaluation or assessment of any financial data/performance of the company. DNV's opinion on financial disclosures relies on the third party audited financial reports of the Company. DNV does not take any responsibility of the financial data reported in the audited financial reports of the Company. • The assessment is limited to data and information within the defined Reporting Period. Any data outside this period is not considered within the scope of assurance. • Data outside the operations specified in the assurance boundary is excluded from the assurance, unless explicitly mentioned otherwise in this statement. • The assurance does not cover the Company's statements that express opinions, claims, beliefs, aspirations, expectations, aims, or future intentions. Additionally, assertions related to Intellectual Property Rights and other competitive issues are beyond the scope of this assurance. • The assessment does not include a review of the Company's strategy or other related linkages expressed in the Report. These aspects are not within the scope of the assurance engagement. • The assurance does not extend to mapping the Report with reporting frameworks other than those specifically mentioned. Any assessments or comparisons with frameworks beyond the specified ones are not considered in this engagement. • Aspects of the Report that fall outside the mentioned scope and boundary are not subject to assurance. The assessment is limited to the defined parameters. • The assurance engagement does not include a review of legal compliances. Compliance with legal requirements is not within the scope of this assurance, and the Company is responsible for ensuring adherence to relevant laws.

For DNV Business Assurance India Private Limited,			
Parab, Ankita	Digitally signed by Parab, Ankita Date: 2025.08.22 11:25:49 +05'30'	Sharma, Anjana	Digitally signed by Sharma, Anjana Date: 2025.08.22 15:37:00 +05'30'
Ankita Parab Lead Verifier		Anjana Sharma Assurance Reviewer	
Assurance Team: Sudharshan K., Poornachander Maratha, Suraiya Rahman, Himanshu Babbar			

22/08/2025, Mumbai, India.



Annexure I

Disclosures assured for Limited level of assurance:

- GRI 2: General Disclosures 2021;
- GRI 3: Material Topics 2021 - 3-1, 3-2;
- GRI 203: Indirect Economic Impacts 2016- 203-1;
- GRI 204: Procurement Practices 2016- 204-1;
- GRI 205: Anti-corruption 2016 - 205-1, 205-2, 205-3;
- GRI 206: Anti-competitive Behavior 2016 - 206-1;
- GRI 302: Energy 2016 - 302-1, 302-3, 302-4;
- GRI 303: Water and Effluents 2018 - 303-1, 303-2, 303-3, 303-4, 303-5;
- GRI 305: Emissions 2016 -305-1, 305-2, 305-3, 305-4, 305-5, 305-7;
- GRI 306: Waste 2020 - 306-1, 306-2, 306-3; 306-4; 306-5;
- GRI 308: Supplier Environmental Assessment 2016 - 308-1, 308-2;
- GRI 401: Employment 2016 - 401-1, 401-2, 401-3;
- GRI 402: Labor/ Management Relations 2016 - 402-1;
- GRI 403: Occupational Health & Safety 2018 - 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8, 403-9, 403-10;
- GRI 404: Training and Education 2016 - 404-1, 404-2, 404-3;
- GRI 405: Diversity and Equal Opportunity 2016 - 405-1, 405-2;
- GRI 406: Non-discrimination 2016 - 406-1;
- GRI 407: Freedom of Association and Collective Bargaining 2016 - 407-1;
- GRI 408: Child Labor 2016 - 408-1;
- GRI 409: Forced or Compulsory Labor 2016 - 409-1;
- GRI 410: Security Practices 2016 - 410-1;
- GRI 411: Rights of Indigenous People- 411-1;
- GRI 413: Local Communities 2016 - 413-1, 413-2;
- GRI 414: Supplier Social Assessment 2016 - 414-1, 414-2;
- GRI 416: Customer Health and Safety 2016 - 416-1, 416-2;
- GRI 417: Marketing and Labeling 2016 - 417-1, 417-2, 417-3;
- GRI 418: Customer Privacy 2016 - 418-1.

Notes:

- Scope 1 GHG emissions are calculated based on 2006 IPCC Guidelines for National Greenhouse Gas Inventories, IPCC sixth assessment report and GHG Protocol 2024.
- Scope 2 GHG emissions for Indian operations are calculated based on the Grid Electricity EF - Central Electricity Authority, Govt. of India, CO₂ baseline database for Indian Power Sector, version 20, December 2024 and for global operations- Emission Factors for Greenhouse Gas Inventories, US EPA.
- Scope 3 GHG emissions is calculated for Category 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12 and 15 as per GHG Protocol. Scope 3 emissions are calculated based on the UK Department for Environment, Food and Rural Affairs (DEFRA) 2024, Exiobase, Ecoinvent database, CEA version 20 and US EPA.
- Parental leave disclosure is limited to Indian operations.

Annexure II

Sites selected for audits

S.no	Site	Location
1.	Corporate Office (on-site)	Mumbai
2.	Manufacturing Plants (onsite)	Digwal, Telangana Pithampur, Madhya Pradesh Dahej, Gujarat
3.	Manufacturing Plants (remote)	Morpeth, UK Bethlehem, US



Registered Office

Gr. Flr., Piramal Ananta, Agastya Corporate Park, Kamani Junction,
LBS Marg, Kurla (West), Mumbai – 400 070
CIN: U24297MH2020PLC338592