



ESG Supplementary Report FY 2025-26

About the Report

Our ESG Supplementary Report FY 2025-26 provides comprehensive information on our progress and performance across environmental, social, and governance (ESG) topics, aligned with the S&P Global Corporate Sustainability Assessment (CSA), CDP disclosure requirements, and other relevant Indian and global ESG standards and reporting frameworks such as MSCI, Sustainalytics, UNGC, UN SDG, TCFD and TNFD.

As a leading company in the pharmaceutical industry, we aim to create a future where healthcare is inclusive and sustainable. Through this report, we aim to share our insights and highlight the contributions we are making to global healthcare, sustainability and good governance practices while catalyzing treatments that transform hope into healing.

Scope, Boundary, and Reporting Period

This ESG Supplementary Report presents Lupin's sustainability performance for the financial year from April 1, 2025, to March 31, 2026. It encompasses all subsidiaries and operational units globally, as reflected in the financial statements included in the Integrated Report FY 2025-26.

<https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Statement of Responsibility

Lupin confirms that as per our understanding, this ESG Supplementary Report accurately reflects our environmental, social, and governance performance for the fiscal year FY 2025-26 and past years as required in some sections. The report has been prepared with input from various stakeholders and under the guidance of senior management.

Assurance

Any non-financial information that has been independently assured has been explicitly called out in this report.

The assurance statements are also available on our website

https://www.lupin.com/uploads/Independent_Assurance_Statement_IR_4a56320805.pdf

https://www.lupin.com/uploads/Independent_Assurance_Statement_BRSR_80d091e841.pdf

They are based on ISAE 3000 (Revised) and include a declaration of independence confirming no conflict of interest. The statement also outlines clearly outline the environmental, social, and governance (ESG) KPIs that have been assured, as detailed in their annexure.

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Company Overview

Category	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Revenues in reporting currency (INR)	167,150,200,000	201,309,900,000	229,037,200,000	283,824,800,000
Revenues in million USD	2,034	2,414	2,681	3,036
Total Employees	20,933	22,645	26,210	28,137

Governance & Economic Dimension

Transparency & Reporting

Sustainability Reporting Boundaries (1.1.1)

This Lupin ESG Supplementary Report for FY 2025–26 presents our financial and non-financial performance across global operations for the period between April 1, 2025, and March 31, 2026. It covers our progress on key environmental, social, and governance (ESG) indicators, with no geographical exclusions. All activities that are fully consolidated for financial reporting purposes are included in this report.

Sustainability Reporting Assurance (1.1.2)

We have engaged DNV Business Assurance India Private Limited for assurance of non-financial indicators. The statement of the assurances is available from pages 214-219 & 302-306.

<https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

The Integrated Report has been deemed to be prepared in accordance with:

- Global Reporting Initiative (GRI) standards 2021
- Integrated Reporting framework of the International Integrated Reporting Council (IIRC)
- United Nations Sustainable Development Goals (SDGs)
- Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard.
- ISO 14064-1:2018 - Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals.

The assurance has been conducted in accordance with DNV's VeriSustain™ protocol (V6.0), which is based on professional experience and international assurance practice, and the international standard in Assurance Engagements, ISAE 3000 (revised). There is a statement of Independence mentioned on page 214-219. There is a detailed mention of the environmental and social KPIs which have been assured on page 219. Based on the company's analysis and engagement with Lupin, DNV has provided a conclusion, available on page 215 of the Integrated Report, and has stated that the disclosures are fairly stated and prepared in all material aspects in accordance with the reporting criteria.

The BRSR Core indicators have been reasonably assured, while the ESG indicators presented in the Integrated Report have received limited assurance. The specific KPIs covered under both levels of assurance are listed in their respective annexures.

Corporate Governance

Board Independence (1.2.1)

The independent directors play a key role in decision making at the Board level. They bring in objectivity, outside perspective and protect the interest of the stakeholders.

At Lupin, each Independent Director, upon appointment and at the commencement of every financial year, submits a formal declaration affirming their independence in accordance with regulations. The independent directors are required to meet the criteria of independence as prescribed under Regulation 16 of the Listing Regulations and Section 149(6) read with Schedule IV of the Act.

Pursuant to Regulation 25(8) of the Listing Regulations, all the Independent Directors have confirmed that they meet the criteria of independence as prescribed in the Listing Regulations and the Act and that they are not aware of any circumstances or situation, that exist or may be reasonably anticipated, that could impair or impact their ability to discharge their duties. Accordingly, based on the declarations received from all the Independent Directors, the Lupin Board is of the opinion that all the Independent Directors meet the criteria of independence as prescribed under the Act and the Listing Regulations and are independent of the management.

Further, the Company has received confirmation from all the Independent Directors that they have enrolled themselves in the independent director's databank maintained by the Indian Institute of Corporate Affairs.

Lupin follows the Securities and Exchange Board of India (SEBI) Listing Obligations and Disclosure Requirements Regulations, 2015, and we are listed on National Stock Exchange (NSE) and Bombay Stock Exchange and comply with their circulars and regulations as well. As per the guiding framework of SEBI for its Board composition target on independent directors. In line with these regulations, the target share of independent directors on the Board should be 50%.

As on March 31, 2026, the Board comprised ten Directors, consisting of three Executive Directors (including two Executive Promoter Directors), one Non-Executive Promoter Director, and six Independent Directors.

The Board presently comprises 60% Independent Directors, whereas the Listing Regulations require the Company to have at least 50% of its directors as independent, thereby upholding the principles of transparency, accountability, and good governance.

Board Type (1.2.2)

Lupin Limited recognizes that an effective and well-constituted Board of Directors is central to strong corporate governance. The Board is responsible for overseeing managerial performance, ensuring alignment with the company's strategic objectives, compliance with applicable laws and regulations, and safeguarding shareholder interests. Lupin follows a one-tier board structure as per under Indian corporate governance norms.

Board Structure and Composition

- **Board Type:** One-tier system (in alignment with Indian corporate governance norms)

Key Governance Highlights

- **Independent Representation:** More than 60% of the board comprises independent directors, ensuring objectivity and oversight.
- **Board Size:** Lupin maintains an optimal board size that balances diversity of thought with decision-making efficiency.
- **Gender Diversity:** Strong female representation, supporting inclusive governance.
- **Global Expertise:** Independent directors include global leaders from healthcare, finance, and strategy, enhancing board effectiveness.

Type of Directors	Number of members
Executive directors	3 Executive Directors
Independent directors	6 Independent Directors
Other non-executive directors	1 Non-Executive Director
Total board size	10 total board members

For more information regarding our Board of Directors our leadership page of website-

<https://www.lupin.com/about-us/leadership>

Non-Executive Chairperson/Lead Director (1.2.3)

At Lupin, Mrs. Manju D. Gupta serves as the Non-Executive Chairperson of the Board and is not an Independent Director. Mr. Mark D. McDade has been designated as the Independent Lead Director. At the meeting of the Independent Directors held on March 19, 2026, chaired by Mr. Mark D. McDade, the performance of the Chairperson, Non-Independent Directors, and the Board as a whole was reviewed.

Board Gender Diversity (1.2.5)

Number of Female Directors on the Board	3 females are on our board of directors
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Refer: <https://www.lupin.com/about-us/leadership>

Board Accountability (1.2.6)

Average board meeting attendance is above 75%	Yes. Average Board Meeting attendance is 97.6% for FY 2025/26. High attendance supports effective oversight of corporate strategy, risk management, governance, sustainability priorities and stakeholder interests.
Shareholder approval required for changes in bylaw	Yes. Lupin Limited follows a structured governance framework that requires shareholder approval for any amendments to its bylaws that impact shareholder rights. This includes changes related to voting powers, dividend entitlements, and procedures for shareholder meetings. In accordance with the Companies Act, 2013, any modification to the Memorandum or Articles of Association—which serve as the company’s foundational governance documents—must be passed through a special resolution by shareholders. Additionally, as a listed entity, Lupin is bound by SEBI’s Listing Obligations and Disclosure Requirements (LODR), which may mandate shareholder approval for specific governance changes, ensuring transparency and accountability in corporate decision-making. Lupin requires shareholder approval for amendments to its constitutional documents, including the Memorandum of Association and Articles of Association, in accordance with the Companies Act, 2013. Any changes affecting shareholder rights, governance provisions, voting rights, dividend entitlements, or shareholder meeting procedures are subject to approval by shareholders through the prescribed resolution process. As a listed company, Lupin also complies with SEBI (LODR) requirements that may require shareholder approval for material governance-related changes.
The company has board members with 4 or less other mandates	Lupin monitors external directorships and board commitments to ensure independent and non-executive directors can effectively discharge their fiduciary responsibilities. Lupin has seven Non-Executive Directors, comprising six Independent Directors and one Non-Executive Promoter Director. Of these seven Non-Executive Directors, six hold four or fewer other mandates in publicly listed companies., consistent with CSA requirements and expectations regarding director commitment and effectiveness. The 6 members are Manju D Gupta, Mark D Mcdade, Punita Lal, Jeffrey Kindler, Alfonso Zulueta and Anand Kripalu hold 4 or less other mandates in public listed companies. Please refer to page no 247 page no of our latest Integrated Report and our leadership page on https://www.lupin.com/investors/our-leadership
CEO succession plan is in place	Yes, The Company has an effective succession planning process in place for orderly succession to the Board and Senior Management Personnel including the CEO.

	For succession planning of the Board members including CEO, the Nomination and Remuneration Committee ("NRC") considers factors such as directors' tenure, performance evaluation of the directors, Board skill-gaps, and board diversity. The CEO/Managing Director works closely with the NRC to put in place a succession plan for Senior Management Personnel, taking into account anticipated departures/ retirements, future needs, and the need to build a strong talent pipeline for the Company. The Company maintains succession plans covering both planned and unplanned CEO transitions to ensure continuity of operations, strategy execution and leadership oversight. More details can be found on page no 253, 254 and 255 of Integrated report covering NRC section. Link: https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf
Board performance reviews are in place	Yes, there is an annual performance review in place that is headed by the Nomination and Remuneration Committee. Lupin conducts an annual evaluation of the Board, Board Committees and individual Directors in accordance with applicable corporate governance requirements. The evaluation process is overseen by the Nomination and Remuneration Committee and assesses Board effectiveness, governance practices, strategic oversight, risk management, stakeholder engagement, individual director contributions, board composition and skill adequacy. The outcome of these evaluations supports continuous improvement in board effectiveness and governance practices. The evaluation was undertaken through a structured questionnaire developed in accordance with the evaluation criteria prescribed by the Nomination and Remuneration Committee. To support fairness, objectivity and an unbiased assessment of Directors, Lupin engaged an independent external agency to facilitate the evaluation process. The Board was evaluated composition and diversity, frequency and conduct of meetings, quality and timeliness of information, relational dynamics, and effectiveness in overseeing strategic, governance and operational matters. Board Committees were evaluated with reference to their structure and diversity, effectiveness of meetings, independence, coordination with the Board, fulfilment of assigned responsibilities and adequacy of information flow. Individual Director evaluation considered participation and contribution at meetings, preparedness, domain knowledge, integrity, strategic input, communication, analytical skills and fulfilment of responsibilities. The evaluation process resulted in identified action points, which are being reviewed and implemented. Reference: Lupin Integrated Report FY 2025-26, pages 226-227, "Board Evaluation"; and page 250, "Criteria for performance evaluation of the Independent Directors." Link: https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

There is no limitation to directors' liabilities	Yes, there is no limitation to directors' liabilities at Lupin. Directors are fully accountable under applicable laws and regulations, including the Companies Act, 2013, and SEBI's LODR framework. This ensures that directors uphold the highest standards of fiduciary responsibility and corporate governance. Lupin does not maintain any provisions that limit directors' liabilities beyond those permitted under applicable law. Directors remain accountable for the discharge of their fiduciary duties and are subject to the responsibilities, obligations and liabilities prescribed under the Companies Act, 2013, SEBI (LODR) Regulations and other applicable regulatory requirements. The Board is expected to act in good faith, exercise due care and diligence, and uphold the highest standards of integrity, transparency and governance.
Board members are elected on an annual basis	Yes. Lupin's board members are elected annually as per our Nomination and Remuneration Policy. The appointment/re-appointment of an Independent Director is recommended by the NRC for approval by the Board, and shall not exceed a period of five years, with a maximum of two consecutive five-year terms.

Board Average Tenure (1.2.7)

Average tenure of board members (in years)	10.7 years
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Refer page no 73 of Integrated report- <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Board Industry Experience (1.2.8)

Currently, five of our independent/non-executive directors have relevant industry experience.

Metric	Value/Names
Number of independent or non-executive members with industry experience (e.g., excludes executives)	5
Please list the independent or non-executive directors included in the above count	Mrs. Manju D. Gupta, Mr. Mark D. McDade, Mr. Jeffrey Kindler, Mr. Alfonso Zulueta, and Ms. Punita Lal

Below table provides board member wise industry experience.

Sr. No	Director Name	Directors	Healthcare/ Pharma Science & Technology	Manufacturing Quality & supply chain	Risk Management	Environment Social and Governance	Information Technology	Corporate Governance	Leadership and General Management	Finance and Accounts	Mergers and Acquisitions
1	Mrs. Manju D. Gupta	Chairperson Non-Executive	✓	-	-	✓	-	✓	✓	-	-
2	Ms. Vinita Gupta	Chief Executive Officer	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	Mr. Nilesh D. Gupta	Managing Director	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	Mr. Ramesh Swaminathan	Executive Director, Global CFO, Head of IT and API plus SBU	✓	-	✓	✓	✓	✓	✓	✓	✓
5	Mr. K. B. S. Anand	Independent Director	-	✓	✓	✓	✓	✓	✓	✓	✓
6	Mr. Mark D. McDade	Independent Director	✓	✓	✓	✓	✓	✓	✓	-	✓
7	Mr. Jeffrey Kindler	Independent Director	✓	✓	✓	✓	✓	✓	✓	✓	✓
8	Mr. Alfonso Zulueta	Independent Director	✓	-	✓	✓	-	✓	✓	✓	✓
9	Ms. Punita Lal	Independent Director	✓	-	✓	✓	-	✓	✓	-	-
10	Mr. Anand Kripalu	Independent Director	-	✓	✓	✓	-	✓	✓	✓	-

Refer page no 249 of Integrated report- <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

CEO Compensation - Success Metrics (1.2.9)

Executive Remuneration and Performance Evaluation Framework at Lupin:

The Nomination and Remuneration Committee (NRC) of Lupin plays a pivotal role in recommending the remuneration of Executive Directors (CEO & MD) and Key Managerial Personnel (KMP) to the Board. These recommendations are made at the time of appointment or re-appointment, in accordance with the limits approved by shareholders and aligned with the Company's annual increment cycle.

Annual Review and Performance-Based Compensation:

The Nomination and Remuneration Committee (NRC) conducts an annual performance review of Executive Directors (CEO, MD) and KMPs based on defined Key Performance Indicators (KPIs). This review informs decisions on:

- Annual salary revisions
- Variable compensation
- Performance-linked incentives

The CEO performance is annually appraised based on the Company's performance including financial returns (such as return on assets, returns on capital invested, Debt/EBITDA) and relative financial metrics in comparison with peers (such as total shareholder return, Growth Metrics such

as revenue, profit growth and market-based comparisons to assess competitiveness and long-term value generation).

Financial Returns Metrics:

Lupin's performance-linked incentive structure is directly tied to key financial indicators that reflect the company's operational and shareholder value creation goals. The metrics used include:

- **Return on Assets:** Measures on how company uses its assets to generate profit.
- **Return on Invested Capital:** indicates how company is generating returns from the capital invested by shareholders and debt holders. It's a key metric for evaluating our value creation.
- **Debt/EBITDA Ratio:** This ratio assesses a company's ability to pay off its debt using operational earnings. A lower ratio indicates stronger financial health and lower leverage risk.

Relative Financial Metrics:

Lupin benchmarks performance against industry peers and broader market indicators to ensure competitiveness and sustained value creation. The relative metrics include:

- **Total Shareholder Return (TSR):** Captures stock price appreciation and dividend yield over time, reflecting investor value.
- **Growth Metrics:** Includes revenue and profit growth compared to peer companies in the pharmaceutical sector.
- **Market-Based Comparisons:** Evaluates Lupin's financial ratios and valuation metrics (e.g., P/E ratio, ROIC) against comparable firms to assess strategic positioning and capital efficiency.

These metrics reflect Lupin's strategic focus on profitability, operational efficiency, and shareholder value creation, ensuring alignment with long-term financial health and corporate objectives.

Integration of ESG Goals:

In line with Lupin's commitment to sustainability, ESG objectives are embedded into the CEO's variable compensation framework. The achievement of ESG KPIs directly influences executive bonuses and performance-linked incentives, reinforcing the company's dedication to responsible and sustainable growth. Our ESG targets for FY 2025-26 focused on priority areas, including climate action and GHG emissions reduction, water stewardship and recycling, waste management, biodiversity, Diversity, Equity and Inclusion (DEI), supplier ESG assessment, patient-centric innovation, and access and affordability.

CEO Compensation- Long-term Performance Alignment (1.2.10)

Lupin maintains a performance-based executive compensation framework under the oversight of the Nomination and Remuneration Committee (NRC). The Company's remuneration policy provides for a balanced mix of fixed pay, performance-based incentives, long-term incentives, and share-based incentives aligned with short- and long-term business objectives. The Board conducts annual performance evaluations of Directors and Key Managerial Personnel, including the CEO, and these assessments support remuneration decisions. In addition, material ESG goals and KPIs are embedded within the variable compensation framework for the CEO and senior leadership, with outcomes directly influencing annual bonuses and variable pay. Eligible executives may also participate in share-based incentive schemes that promote long-term value creation and alignment

with shareholder interests. The Company further maintains a clawback mechanism for performance incentives and operates share-based plans with vesting periods of up to four years.

For more information on performance evaluation criteria and CEOs variable pay compensation please visit our nomination policy:

<https://www.lupin.com/wp-content/uploads/2025/02/nomination-and-remuneration-policy.pdf>

Deferral of Bonus for Short-term CEO Compensation	30.3% Lupin has a robust performance-linked CEO compensation framework that aligns executive remuneration with long-term shareholder value creation. In FY 2025-26, 30.3% of the CEO's short-term bonus was deferred, strengthening long-term performance alignment and reinforcing sustainable value creation. Executive compensation is linked to financial, operational, and ESG performance objectives.
Performance Period for Variable CEO Compensation Longest performance period covered by the executive compensation plan	Performance Period for Variable CEO Compensation-Longest performance period covered by our executive compensation plan is 4 Year https://www.lupin.com/uploads/Grant_SE_Intimation09042026_1_0158bde6e5.pdf
Claw back provisions	Lupin Nomination and Remuneration Policy have discretion to claw back cash bonuses or performance incentives in cases of serious misconduct, financial misstatement, reputational damage, or other significant concerns. This reinforces accountability and ethical conduct. As per Lupin Numeration and Remuneration Committee (NRC) has the discretion to claw back from the Directors, KMPs, SMPs, or other Employees, some or all of the cash bonus awards, performance incentives, or bonuses in certain circumstances, where the individual is involved in- • Serious misconduct. • Causing material misstatement or restatement of the financial results/statements of the Company or its Subsidiary companies. • Causing significant reputational damage to the Company or its Subsidiary companies. • Such other instances where the NRC, at its discretion, deems it necessary to apply the claw back clause.
Time Vesting for Variable CEO Compensation Longest time vesting period for variable CEO compensation	Longest time vesting period for variable CEO compensation is 4 Years The Company disclosed that stock options vest 25%:25%:25%:25% over four years, commencing after completion of one year from the grant date https://www.lupin.com/uploads/Grant_SE_Intimation09042026_1_0158bde6e5.pdf The longest vesting period under Lupin's share-based incentive plans is four years. Equity awards vest in four equal tranches of 25% annually commencing one year after grant.

CEO-to-Employee Pay Ratio (1.2.11)

Category	FY 2025-26 (in INR)	
CEO Compensation	266,900,000	
	Median (in INR)	Mean (in INR) *
Employee Compensation	630,000	2,316,534.77
The ratio between the total annual compensation of the CEO and the mean or median employee compensation: (CEO compensation divided by the mean or median employee compensation)	423.65	115.21

*The mean salary for employees has been calculated as a weighted average, by multiplying the average salary of women (2082239 INR) by the share of women in the workforce (11.05%) added to the average salary of men (2345640.66 INR) multiplied by the share of men in the workforce (88.95%) is 2316542 INR.

In FY 2024-25, the median employee compensation was INR 0.6 million and in FY 2025-26, Percentage increase in the median remuneration of the employees was 5.0% hence the median for FY 2025-26 is INR 630,000. Refer page no 245 of Integrated report.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Management Ownership (1.2.12)

The data in the table below is based on the value of shares held by the CEO, Managing Director, and Global CFO of the company as of March 31, 2026.

At Lupin, we have one CEO and two executive committee members (Managing Director and Global CFO). Hence the Managing Director and Global CFO are considered for the average across other executive committee members owning shares.

The number of shares held was multiplied by Lupin's stock price as of the last trading day of FY2025-26 (INR 2,313.90). The value of the shares held, and base salaries are mentioned in the table below:

The average across other directors is calculated using the following formula:

$$((\text{share value held by Managing Director} / \text{base salary of Managing Director}) + (\text{share value held by CFO} / \text{base salary of CFO})) / 2$$

Position	Name(s)	No of Shares held at the end of reporting period	Values of Shares as per stock price on last trading day of FY 2025-26 (INR)	Base Salary (INR)	Multiple of base salary
Chief Executive Officer	Vinita Gupta	3,27,424	757,626,393	182,400,000	4.15
Average across other executive committee members owning shares	Nilesh Gupta (MD)	9,01,064	2,084,971,990	84,700,000	12.48
	Ramesh Swaminathan (CFO)	10,000	23,139,000	66,000,000	

<https://www.bseindia.com/corporates/shppromoterngroup?scripcd=500257&qtrid=129.00&QtrName=Mar-26>

https://www.lupin.com/uploads/Draft_Annual_Return_610b6b5ac7.pdf

Management Ownership Requirements (1.2.13)

Lupin promotes alignment between executive management and shareholder interests through a performance-oriented remuneration framework that includes long-term incentives, share-based incentives, employee stock option plans (ESOPs), and ESG-linked variable compensation. The Nomination and Remuneration Committee oversees executive compensation and is authorized to grant share-based benefits and employee stock options to eligible employees under the Company's approved schemes.

The Company maintains active employee stock option plans through which eligible employees and senior executives may participate in the long-term value creation of the Company. Executive performance outcomes are linked to compensation, including annual incentives and, where applicable, equity-linked rewards.

Aspect	Multiple of the annual base salary
The CEO has build up a share ownership of:	4
Other members of the executive committee besides the CEO must build up a share ownership of:	12

As a promoter-led organization, Lupin's senior leadership also maintains substantial equity ownership in the Company. Based on internal assessment, Ms. Vinita Gupta, Chief Executive Officer, holds shares valued at approximately ~4 times her annual base salary, while the Managing Director and Chief Financial Officer who are other executive committee members hold share ownership valued at an average of approximately ~12 times their annual base salaries as on 31st March 2026. This significant existing ownership creates strong alignment between executive leadership and shareholder interests.

The Company's executive remuneration structure, share-based incentive mechanisms, and significant management ownership collectively support a long-term ownership mindset and alignment with shareholder value creation.

References:

1. https://www.sebi.gov.in/legal/circulars/aug-2021/disclosure-of-shareholding-pattern-of-promoter-s-and-promoter-group-entities_51847.html
2. https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf
3. https://www.lupin.com/uploads/Nomination_and_Remuneration_Policy_3e657ac933.pdf

ESG Governance Oversight (1.2.16)

Board Oversight:

Effective governance is an integral aspect of our sustainability journey. A robust ESG governance structure is essential to embed environmental and social priorities into our business strategy and ensure clear oversight, accountability, and execution across the enterprise. At the Board level, Lupin's Sustainability and Corporate Social Responsibility (SCSR) Committee leads the governance of ESG-related matters. This committee provides strategic direction and ensures that ESG risks and opportunities receive consistent management focus, alignment, and resources to achieve ESG goals. The Board SCSR committee comprises of only Board of Directors, including both executive directors (2 members) and independent directors (4 members). All members of the SCSR Committee are members of the Board of Directors.

Executive Oversight:

At the executive level, our ESG Core Committee, comprising of the Managing Director, Executive Director & Global CFO, and President — Global Human Resources and Chief Technical Operations Officer, is pivotal in embedding ESG considerations into corporate strategy. This committee routinely oversees, assesses ESG performance, evaluates strategic objectives, and oversees risk management and policy execution in line with our comprehensive sustainability agenda.

This two-tier governance structure ensures that ESG priorities are consistently embedded, measurable, and integrated into business operations.

Designated ESG Leadership:

In addition, the Chief Sustainability Officer of Lupin is responsible for overseeing and implementing sustainability matters and ESG reporting at Lupin. The company's Chief Sustainability Officer (CSO) is responsible for:

- Driving the integration of ESG principles across business operations
- Aligning sustainability goals with corporate strategy
- Overseeing climate action, resource efficiency, and social impact initiatives
- Ensuring compliance with global ESG frameworks and stakeholder expectations

The Chief Sustainability Officer (CSO) is responsible for coordinating enterprise-wide ESG implementation, sustainability reporting, stakeholder engagement and execution of the Company's sustainability strategy.

This leadership commitment reflects Lupin's strategic focus on sustainability and its intent to embed ESG into decision-making at the highest level.

Board of Directors: Oversees the integration of ESG considerations into business strategy.

Sustainability and Corporate Social Responsibility (SCSR) Board Committee: Provides strategic guidance and oversees ESG governance.

ESG Core Committee: Reviews material ESG topics and drives the implementation of ESG goals across the business.

Corporate Sustainability Function (CSF): CSF is lead by the CSO and guided by the Chief Financial Officer, coordinates and oversees enterprise-wide ESG implementation.

Sustainability Champions: Support and coordinate the execution of ESG initiatives across business functions.

Unit Level Responsibility: ESG objectives are incorporated into employee and business Key Result Areas (KRAs) where applicable.



Materiality

Materiality Analysis (1.3.1)

We conduct an annual Double Materiality Assessment (DMA) to evaluate ESG across two complementary dimensions: (i) Financial Materiality – topics influencing Lupin’s financial performance and long-term value creation; and (ii) Impact Materiality – topics reflecting Lupin’s actual or potential impact on stakeholders and the environment across the value chain.

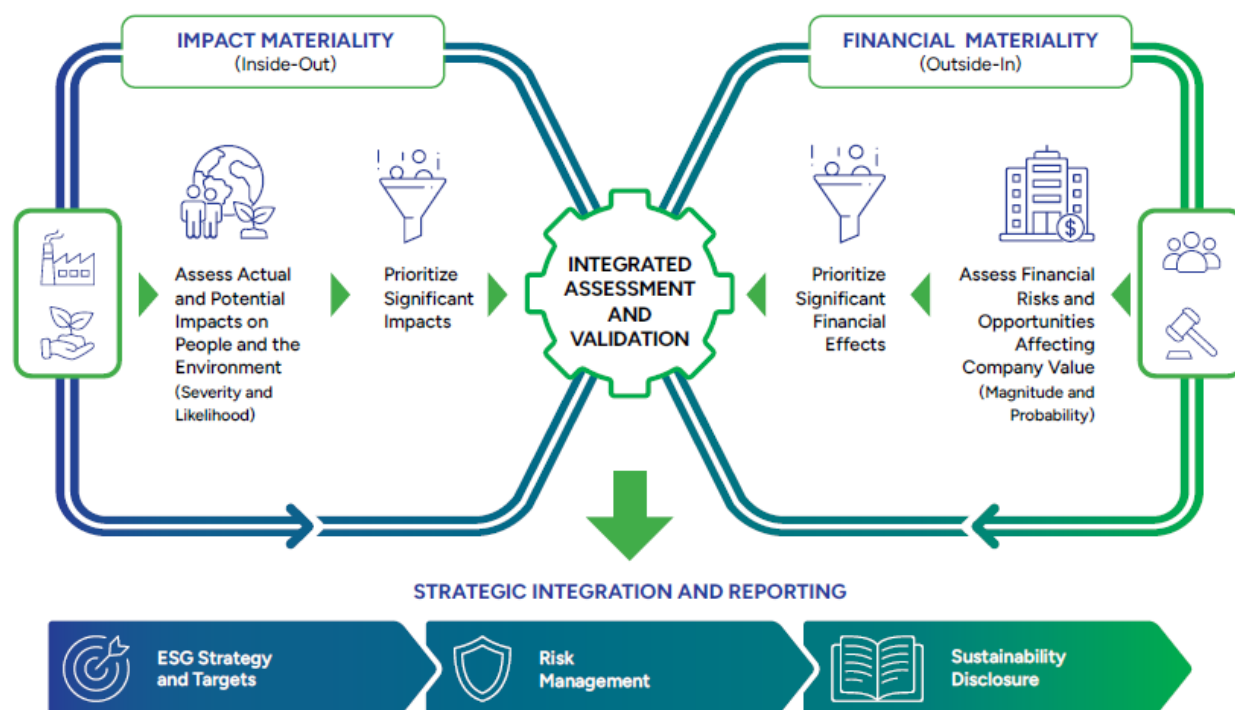
Our double materiality assessment implemented annually provided valuable insights into the pharmaceutical industry and Lupin’s efforts in addressing environmental, societal, and organizational issues. Guided by leading global frameworks such as the EU Corporate Sustainability Reporting Directive (CSRD), the European Sustainability Reporting Standards (ESRS), and the Global Reporting Initiative (GRI) Standards 2021, the Double Materiality Assessment strengthens the robustness, comparability, and credibility of our ESG disclosures.

This double materiality approach allowed us to gain a deeper understanding of how environmental and societal factors impact on our business and, in turn, how our business activities influence the environment and society.

As part of the FY 2025-26 double materiality assessment conducted, we incorporated perspectives from internal and external stakeholders, including senior management, business heads, key personnel, sustainability experts, civil society organizations, B2B customers, suppliers, contract manufacturers, healthcare professionals, media representatives, and institutional investors. These

diverse stakeholder inputs helped validate emerging ESG priorities and strengthen our understanding of stakeholder expectations.

Below diagram provides Lupin's approach aligned with principle of double materiality and considers internal impact on the business as well as external impact on society and the environment.



By applying an annual double materiality perspective, we evaluated the financial implications and significant impacts of each topic, along with our ability to remediate potential adverse effects. This was supported by extensive stakeholder engagement through surveys, interviews, and focused consultations. The assessment process enabled us to identify and prioritize the ESG topics most significant to our business, stakeholders, and value chain.

Sustainability Topic Identification and Landscape Analysis	- We have established a comprehensive universe of 50 sustainability topics. - They were identified from the Enterprise Risk Management system, previous Lupin materiality assessments, European Sustainability Reporting Standards (ESRS), GRI, ISSB, sector-specific peer benchmarking, and ESG rating guidelines.
Stakeholder Engagement for Assessing Impact & Financial Materiality	- The process engaged over 320 external and 120 internal stakeholders through surveys, interviews, and consultations. - A list of 27 sustainability topics was shared with all stakeholder groups for evaluation. - The process ensured that final outcomes were balanced and reflected diverse stakeholder perspectives (100+ inputs received)
Prioritization of Material Topics	- Consolidated inputs from stakeholder engagement with appropriate thresholds were used for arriving at the materiality matrix. - Validation with the Board of Directors was undertaken to ensure completeness. 21 high-priority sustainability topics were identified for Lupin.

Embedding Materiality into Strategy and Business	• The materiality outcomes were reviewed and formally approved by the Board Sustainability and Corporate Social Responsibility (SCSR) Board Committee. • Integration of material topics with the Enterprise Risk Management system, ESG framework, ESG goals, and annual sustainability disclosures was ensured. • The materiality assessment process was independently verified by a third-party assurance provider. • Systematic tracking of evolving global and national sustainability and ESG regulatory landscapes is regularly undertaken to identify emerging risks and opportunities.
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In FY 2025-26, we further strengthened the rigor of our double materiality process through structured engagement with business vertical leaders and continued alignment with international reporting frameworks. As part of our Integrated Report assurance process, our double materiality assessment methodology and outcomes were independently reviewed and verified by a third party, enhancing the credibility and transparency of our disclosures.

The materiality outcomes were reviewed, approved and signed off by the SCSR (Sustainability & Corporate Social Responsibility) Board Committee. The assessment findings have further strengthened our stakeholder engagement approach, while deeper integration of materiality considerations into our enterprise risk management framework has enabled us to enhance strategic decision-making, anticipate emerging risks, and better align our operations with evolving stakeholder expectations.

The prioritized material topics and related risks and opportunities are integrated into Lupin's ERM framework and consolidated enterprise risk portfolio. This linkage supports risk mitigation, opportunity identification, capital allocation and strategic decision-making. Example of Double Materiality integrated into Lupin's ERM:

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

Refer page no 189 to 197 for Materiality assessment integrated in company's enterprise risk management process

For more details on our Double materiality assessment & our material topic, refer page no 84-89 of our integrated report.

(https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf)

Material Issues for Enterprise Value Creation (1.3.2)

The following tables provide information on how Lupin treats select material topics, including business cases, linked targets, and mitigation strategies:

Particular	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue/Risk/Opportunity	Access to and Affordability of Medicines	Water Management	Sustainable Supply Chain and Responsible Procurement
Category of Material Issue	Product/Service Quality and Safety	Water	Supply Chain Management
Business Case	Leveraging our strong generics portfolio and broad global footprint, we are well-positioned to expand patient access to essential medicines across markets. However, challenges related to affordability and availability can limit access to critical therapies, potentially affecting patient outcomes as well as our ability to realize our long-term vision and growth ambitions. Access to affordable medicines is a significant growth driver for Lupin's global generics and specialty pharmaceutical business. Expanding access enables Lupin to enter underserved markets, increase patient reach, strengthen product adoption, improve market share, and generate sustainable revenue growth while supporting	By prioritizing responsible water stewardship, reducing wastewater generation, and ensuring safe and compliant disposal practices, we reinforce our commitment to environmental sustainability and to safeguarding the health of the planet. Water availability is critical for pharmaceutical manufacturing processes. Increasing water stress, stricter discharge regulations, and rising water costs can reduce operational continuity, increase compliance expenditures, and impact production capacity. Effective water stewardship reduces operational risks, protects manufacturing resilience, and helps maintain license to	Disruptions in supply chains and suppliers can impact product quality, regulatory compliance, and timely market supply, particularly where reliance on limited or non-substitutable suppliers exists. Mitigating these risks requires engagement with responsible, sustainable suppliers and regular ESG-based assessments to ensure resilience, reliability, and ethical and sustainable sourcing.

	public healthcare outcomes.	operate in water-stressed regions.	
Type of Business Impact	Risk	Risk	Risk
Business Impact	Our innovation and research efforts boost brand value by positioning the company as a source of diverse, accessible, and affordable treatments. This excellence and recognition, paired with our access initiatives that address unmet patient needs and improve access in low- and middle-income countries, also bring new revenue streams.	Persistent high water consumption in areas experiencing water stress increases the risk of rising operational costs that can disrupt manufacturing capabilities and result in overall revenue loss. Inadequate management of environmental impact can result in legal, regulatory, and financial consequences, damage to reputation and stakeholder trust, and ultimately, a loss of license to operate.	Supplier relationships come under scrutiny when the company starts disqualifying supplier contracts based on their compliance to required regulatory and ESG standards, resulting in a loss of business value. Dependence on non substitutable and critical raw material suppliers poses a risk to the business in the event of unforeseen disruptions.
Business Strategies	We embed access and affordability into our innovation, pricing, and market expansion strategies to improve our brand as a provider of diverse, accessible, and affordable medicines, while creating resilient, long-term revenue opportunities aligned with global health needs.	We regularly monitor and manage our water consumption, with a strong focus on optimizing water use, minimizing freshwater withdrawals, and improving water recovery across operations. We are working to further improve Zero Liquid Discharge practices at our facilities to ensure responsible treatment of manufacturing wastewater. In addition, we are committed to prudent and efficient water use in water- stressed regions, thereby reducing our environmental footprint	We undertake a holistic capability and training program for our suppliers on ESG and regulatory alignment. We have initiated a comprehensive exercise to assess 100% of our critical and strategic suppliers through our ESG framework. We also screen new suppliers during the onboarding process by asking them to conduct a self-assessment on ESG and other financial and non-financial metrics. Our suppliers are also required to consent to and uphold the company's ESG standards as outlined in

		and contributing to long-term water sustainability.	our Supplier Code of Conduct.
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Materiality Metrics for Enterprise Value Creation (1.3.3)

Particular	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Access to and Affordability of Medicines	Water Management	Sustainable Supply Chain and Responsible Procurement
Target	LYFE® provides post-Acute Coronary Syndrome (ACS) and heart failure patient care, aiming to reach 100,000 patients.	We recycle 50% of our total water withdrawal in our India operations.	100% coverage of critical suppliers (raw material and packaging material) through the ESG framework within a three-year cycle.
Target Year	2030	2030	2028
Progress	15,000 Patients	45%	17%
Executive Compensation	Patient-centric innovation and access-to-medicine KPIs are embedded within executive performance scorecards, incentive frameworks and annual variable compensation. To bolster accountability for ESG performance and advance its purpose, Lupin embeds material ESG goals and Key Performance Indicators (KPIs) within the variable compensation framework for senior leadership and relevant employees. These objectives are incorporated into performance assessments for the Chief Executive Officer, Managing Director, Global Chief Financial Officer, Presidents, Business Unit Heads, and relevant employees, with outcomes directly influencing annual	Water recycling metrics forms a part of ESG performance objectives and are embedded within executive performance scorecards, incentive frameworks and annual variable compensation. To bolster accountability for ESG performance and advance its purpose, Lupin embeds material ESG goals and Key Performance Indicators (KPIs) within the variable compensation framework for senior leadership and relevant employees. These objectives are incorporated into performance assessments for the Chief Executive Officer, Managing Director, Global Chief Financial Officer, Presidents, Business Unit Heads, and relevant employees, with outcomes directly influencing annual	Supplier ESG assessment performance is included within executive ESG scorecards, annual incentive frameworks and annual variable compensation. To bolster accountability for ESG performance and advance its purpose, Lupin embeds material ESG goals and Key Performance Indicators (KPIs) within the variable compensation framework for senior leadership and relevant employees. These objectives are incorporated into performance assessments for the Chief Executive Officer, Managing Director, Global Chief Financial Officer, Presidents, Business Unit Heads, and relevant employees, with outcomes directly influencing annual

	bonuses and variable pay – thereby embedding ESG priorities into the company’s purpose and corporate strategy. Our ESG targets for FY 2025- 26 focused on priority areas, including access to and affordability of medicines, climate action and GHG emissions reduction, water stewardship and recycling, waste management, biodiversity, Diversity, Equity and Inclusion (DEI), supplier ESG assessment, patient-centric innovation. These targets are assigned to relevant Presidents responsible for these goals and cascaded down to business functions with defined weightages as part of the Annual Performance and Year-End Rewards process.	bonuses and variable pay – thereby embedding ESG priorities into the company’s purpose and corporate strategy. Our ESG targets for FY 2025- 26 focused on priority areas, including water recycling, access to and affordability of medicines, climate action and GHG emissions reduction, waste management, biodiversity, Diversity, Equity and Inclusion (DEI), supplier ESG assessment, patient-centric innovation. These targets are assigned to relevant Presidents responsible for these goals and cascaded down to business functions with defined weightages as part of the Annual Performance and Year-End Rewards process.	bonuses and variable pay – thereby embedding ESG priorities into the company’s purpose and corporate strategy. Our ESG targets for FY 2025- 26 focused on priority areas, including Supply chain ESG assessment, access to and affordability of medicines, climate action and GHG emissions reduction, water stewardship and recycling, waste management, biodiversity, Diversity, Equity and Inclusion (DEI), supplier ESG assessment, patient-centric innovation. These targets are assigned to relevant Presidents responsible for these goals and cascaded down to business functions with defined weightages as part of the Annual Performance and Year-End Rewards process.
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Material Issues for External Stakeholders (1.3.4)

	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Waste Management and Circularity	Climate Change (Overall Value Chain)	Access to and Affordability of Medicines
Category of External Impact	Waste and Pollutants	Sustainable products & services	Society & community relations
Cause of the Impact	Business Value Chain: ✓ Operations ✓ Products/Services ✓ Supply Chain Business Activity Coverage: • >50% of business activity	Business Value Chain: ✓ Operations ✓ Products/Services ✓ Supply Chain Business Activity Coverage: • >50% of business activity	Business Value Chain: ✓ Operations ✓ Products/Services ✓ Supply Chain Business Activity Coverage: • >50% of business activity
External Stakeholders/Impact area evaluation	✓ Environment ✓ Society ✓ Consumers/end-users ✓ External employees (e.g. supply chain, contractors)	✓ Environment ✓ Society ✓ Consumers/end-users ✓ External employees (e.g. supply chain, contractors)	✓ Society ✓ Consumers/end-users ✓ External employees (e.g. supply chain, contractors)
Type of Impact	Positive and Negative	Positive and Negative	Positive and Negative
Topic Relevance	Improper disposal practices, including excessive landfilling and unsafe incineration, pose potential environmental and public health risks, particularly for communities located near waste treatment and disposal facilities. Growing regulatory scrutiny, Extended Producer Responsibility (EPR) mandates on plastic, and heightened consumer awareness are placing greater expectations on pharmaceutical manufacturers to adopt responsible waste management and disposal practices.	Greenhouse gas emissions across the value chain contribute to global climate change, resulting in increased physical risks including heat stress, extreme weather events, water scarcity, ecosystem degradation, and public health impacts. These effects can disproportionately affect vulnerable communities and natural ecosystems and therefore represent a material external impact requiring mitigation and adaptation measures. As climate impact intensifies, stakeholders increasingly expect	According to the World Health Organization (WHO), more than half of the world's population lacks access to essential health services, while nearly 800 million people spend a significant share of their household income on healthcare. This challenge is particularly acute in low- and middle-income countries, which face the highest disease burden, and where constraints on affordability further limit access to timely and effective treatment. As a manufacturer of affordable generic and specialty medicines, Lupin's product portfolio,

		climate-related risks to be addressed across the value chain. Climate performance is now a key factor in business evaluation, driving demand for holistic strategies that go beyond emissions reduction to include mitigation, adaptation, resilience, and alignment with global goals such as the 1.5°C pathway.	patient support initiatives, and healthcare access programs have a direct influence on treatment availability and affordability, particularly among underserved populations.
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Materiality Metrics for External Stakeholders (1.3.5)

	Material Issue 1	Material Issue 2	Material Issue 3
Material Issue	Waste Management and Circularity	Climate Change (Overall Value Chain)	Access to and Affordability of Medicines
Output Metric	Quantitative output metric/s linked to material issue: 1) Percentage of waste diverted from landfills 2) Tons of plastic waste recycled	Quantitative output metric/s linked to material issue: 1) Reduction of Greenhouse Gas (GHG) emissions in tons 2) Avoided CO ₂ emissions	Quantitative output metric/s linked to material issue: 1) Number of patients and HCPs reached for improved health awareness 2) Number of patients benefited through assistance programs
Impact Valuation	Impact valuation conducted: Environmental Value Lost/Gained Description of the impact assessed: Reduction of total waste to landfill	Impact valuation conducted: Social Cost Caused/Avoided Description of the impact assessed: Reduction of GHG emissions	Impact valuation conducted: Access to Product/Services with Positive Impact Provided. Description of the impact assessed: Improvement in community health and well-being
Impact Metric	Quantitative impact metric linked to material issue: 1) 91.3% of incinerable hazardous waste generated in our Indian operations was diverted from landfill and sent	Quantitative impact metric linked to material issue: 1) Scope-1 and Scope-2 emission reduction	Quantitative impact metric linked to material issue: 1) In FY2025-26, through the implementation of two patient assistance

	for pre-processing/co-processing 2) 3,717 tons of plastic waste were recycled/reused and safely disposed	compared to FY23: 185,304 tCO ₂ e. 2) Scope-3 emissions reduction compared to FY24: 53,578 tCO ₂ e - EPA Social Cost of Carbon (2025 estimate): \$210 per ton of CO₂e at 2% discount rate - Total Avoided Social Cost: \$50.17 million USD for scope 1 ,2 and 3 only & for scope 3: 11.25 million USD. Source: https://costofcarbon.org/epa-values-for-the-social-cost-of-greenhouse-gases	programs, we supported 401,764 patients 2) Through our Education for Patients and Doctors initiative, we have reached 980,000 patients and 73,500 HCPs/ doctors in FY2025-26
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Risk and Crisis Management

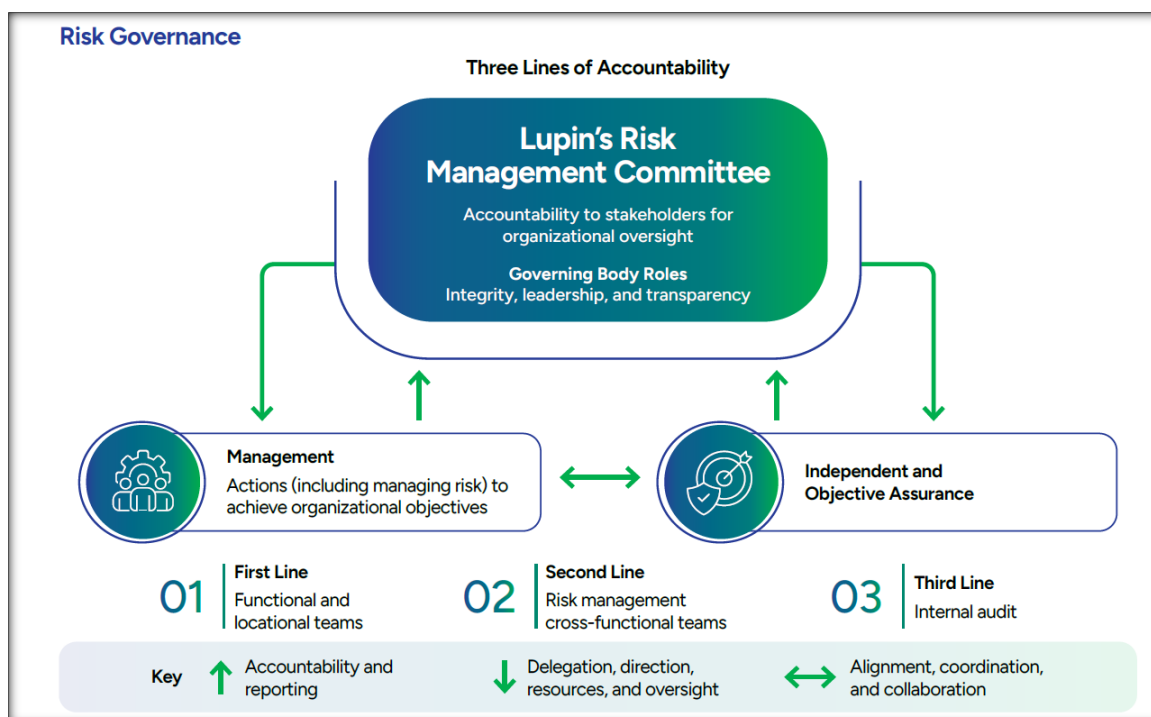
Risk Governance (1.4.1)

Three Lines of Accountability:

We use the 'three lines of defense' framework to ensure comprehensive risk governance. While The oversight rests with the Board of Directors, the Risk Management Committee (RMC) of the Board guides the effectiveness of our risk management and internal control systems. They review and endorse the risk portfolio and set our risk appetite taking into account global interdependencies and emerging risks. Meeting biannually, the Committee evaluates management actions, ensuring our responses remain proactive, thoughtful, and closely aligned with our strategic priorities. In line with our Enterprise Risk Management (ERM) Policy, the Board and RMC oversee the systematic identification, assessment, monitoring, and management of enterprise risks, ensuring risk considerations are integrated into decision-making and strategic planning.

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

Operational risk ownership (First Line of Defense) is assigned to designated risk owners, business leaders and functional teams, who are responsible for identifying, assessing, mitigating and monitoring risks within their areas of accountability.



The Risk Management Cross Functional Team acts as the Second Line of Defense by overseeing risk management processes, monitoring risk exposures, reviewing mitigation measures and reporting significant risks to the Board-level Risk Management Committee. The Risk Management Cross Functional Team is responsible for the overall risk management process at Lupin. This team is composed of risk owners representing key risks, who convene as needed to review risk mitigation measures, monitor changes in risk exposure, and make necessary adjustments to our risk appetite. Detailed reports on risks and mitigation strategies are shared within this team and reported to the RMC. The Risk Management Cross Functional Team establishes risk monitoring standards, reviews risk exposure, oversees implementation of mitigation plans, and reports to the Board Risk Management Committee.

On the ground, our functional and locational teams work in close collaboration with the individual risk owners to periodically review risks and ensure that the risk mitigation plans are effectively executed. As defined in the ERM Policy, risk owners are accountable for identifying, assessing, mitigating and monitoring risks within their respective areas, using a standardized risk assessment approach and escalation mechanism.

Internal Audit functions as the Third Line of Defense, independently assessing the effectiveness of risk management and internal control systems and reporting observations, control gaps and improvement opportunities to management and governance forums. Our independent internal audit team conducts annual audit and systematically reports key observations, control gaps, and improvement opportunities to the management and governance forums, while rigorously tracking the closure of Corrective and Preventive Actions (CAPA). Audit insights and emerging trends actively inform the continuous refinement of risk assessments, recalibration of risk ratings, and advancement of mitigation strategies and internal control frameworks. As the third line of defense, Internal Audit provides independent assurance on the effectiveness of risk management processes and internal controls across the organization.

To sustain adherence to global benchmarks, external experts are engaged every two years to independently review our audit processes. Reflecting our commitment to global best practices, ISO

31000 Risk Management principles are being progressively integrated into our enterprise risk management approach, further strengthening its depth, rigor, and resilience. The ERM Policy further reinforces clear accountability, regular risk reporting, and timely escalation of material risks across the organization.

Link: https://www.lupin.com/uploads/Enterprise_Risk_Management_ERM_Policy_63daf49ef3.pdf

Risk Management Processes (1.4.2)

We proactively monitor the business landscape to identify emerging risks and opportunities, both internally and externally. An annual Double Materiality Assessment assesses risks from both financial and impact perspectives. Risk prioritization is further guided by inputs from risk owners across the organization. Annually, we undertake a comprehensive assessment of risk exposure by evaluating the likelihood and potential impact of identified risks. Scenario planning and sensitivity analyses are continually strengthened to enhance preparedness for strategic and operational risks and to anticipate potential disruptions. As outlined in our Enterprise Risk Management (ERM) Policy, risks are systematically identified, assessed, prioritized, and monitored using a standardized methodology that supports consistent evaluation and informed decision-making across the organization.

The resulting enterprise risk portfolio is mapped through a likelihood-and-impact matrix, which considers both the probability of occurrence and the potential magnitude of financial, operational, regulatory, reputational, patient-safety, and business-continuity consequences. The assessment also considers the direction of each risk, including whether the exposure is increasing, decreasing, or remaining constant. The principal exposures identified through this process include product quality and statutory compliance, continuity of medicine supply and supply-chain disruption, cybersecurity and data privacy, pricing pressure and portfolio mix, business ethics, geopolitical and sourcing risks, financial resilience, environmental risks, occupational health and safety, and talent-related risks. These risks are categorized as strategic, operational, emerging, or systemic and are prioritized according to their likelihood, potential impact, interdependencies, and proximity to Lupin's defined risk appetite and tolerance thresholds. Lupin has identified 16 risks for which likelihood and potential magnitude(impact), together with the corresponding mitigation measures are detailed on page no 188-197 of our integrated report.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

The following examples illustrate the assessment of major company-specific risk exposures based on their likelihood and potential magnitude, together with the corresponding mitigation measures:

Risk	Product Quality and Statutory Compliance	Supply Chain Risks due to Geopolitical and Import Substitution
Risk Description & Impact	Any deviations from approved manufacturing processes, quality controls, or product specifications may compromise product safety, efficacy, or consistency, posing potential risks to patients. We operate in a highly regulated global pharmaceutical landscape, where constantly evolving requirements	Our supply chain is susceptible to disruptions caused by geopolitical risks, climate-related challenges, and trade policies, which can affect the availability of raw materials. Additionally, international sanctions and conflict-affected trade routes can impede logistics and delay materials.

	and increased regulatory scrutiny elevate compliance risks. Any lapses in meeting regional laws, product approval conditions, or quality standards across manufacturing, sourcing, or distribution could lead to regulatory consequences – such as approval delays, financial penalties, product restrictions, or even suspension of manufacturing activities. Impact: Regulatory lapses may lead to penalties, import alerts, product withdrawals, recalls, or operational shutdowns, all of which can significantly impact revenues and increase remediation costs.	Impact: Strengthening domestic sourcing and reducing geopolitical dependencies enhance supply continuity, lowers long-term procurement risks, and contributes to more stable production costs and financial performance.
Mitigation Measure	Product safety and quality remain core priorities, supported by a dedicated Pharmacovigilance function and a robust Quality Management System. Our Pharmacovigilance team continuously monitors, assesses, and reports adverse events, ensuring timely risk evaluation and regulatory compliance. We maintain robust compliance through strict adherence to cGMP, ICH Q10, ISO standards, and applicable U.S. FDA 21 CFR requirements, ensuring data integrity and regulatory readiness. Compliance is reinforced through routine internal and external audits, comprehensive gap assessments, and continuous monitoring of global regulatory developments. Planned internal audits of manufacturing plants with a focused review of commercial controls further strengthen governance, control effectiveness, and compliance assurance. Strong governance is ensured through a dedicated Compliance Steering Committee, periodic management reviews, and Quality Council oversight, fostering a culture of quality, accountability, and continuous improvement. Critical IT systems, including LIMS, Quality Management Systems, ERP, and validation platforms, are regularly	We have adopted an import substitution strategy aimed at reducing dependency on imports and enhancing supply chain resilience. This strategy involves developing and partnering with domestic manufacturers to ensure a steadier supply of raw materials while supporting the local economy. Our Global Sourcing and Contract Manufacturing team collaborates with global suppliers but prioritizes domestic partnerships across different geographical locations. A cross-functional team, including experts from Research and Development, Quality Assurance, Global Supply Chain Management, and Regulatory Affairs, works closely with suppliers on import substitution initiatives. This approach not only de-risks our supply chain from geopolitical tensions and potential conflicts but also aligns with our strategic goals of sustainability and operational stability.

	reviewed, updated, and validated to ensure system integrity and regulatory compliance. Adherence to ALCOA+ principles, supported by robust cybersecurity controls, safeguards data reliability and operational continuity. In addition, structured product lifecycle management, prompt recall mechanisms, and dynamic, risk-based compliance strategies (driven by data analytics, stakeholder feedback, and evolving regulatory expectations) enable timely adaptation to regulatory and quality risks.	
Likelihood of Occurrence and Magnitude (Impact)	Likelihood: Very High Magnitude: Very High	Likelihood: High Magnitude: Very High

For the supply-chain risk, the potential adverse impact includes delays in the availability of critical raw materials, production and product delivery; higher procurement and logistics costs; disruption to customer commitments and patient access; and reduced revenues, margins, and profitability. These impacts reinforce the need for diversified sourcing, alternate-vendor qualification, minimum safety-stock norms, predictive analytics, scenario-based stress testing, and predefined contingency actions.

Our Risk Management Committee (RMC) plays a pivotal role in enhancing our preparedness for strategic and operational risks through dynamic scenario planning and sensitivity analysis. These exercises enable us to proactively anticipate and address potential contingencies. In addition, the team conducts comprehensive analyses of both internal and external data, including industry trends, market research, regulatory developments, and expert insights—to identify, assess, and categorize emerging risks effectively. The ERM framework also defines risk appetite and tolerance thresholds, enabling timely escalation and response to material risks.

The Board of Directors and the Risk Management Committee determine and periodically review risk appetite and tolerance thresholds in alignment with business strategy, global interdependencies, emerging risks, regulatory obligations, patient-safety considerations, financial capacity, and operational resilience. Risks are evaluated by combining likelihood and potential impact and are assessed against the applicable appetite and tolerance levels. Exposures approaching or exceeding these thresholds require additional controls, defined mitigation actions, closer monitoring, and escalation to the appropriate management or Board-level governance forum.

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

Committee. Risk owners are responsible for monitoring changes in risk exposure, evaluating mitigation effectiveness, and escalating significant risks through established governance channels.

Accordingly, risk exposure is reviewed more frequently than twice a year: risk owners and supporting teams monitor risks and mitigation actions through quarterly reviews, while the consolidated enterprise risk portfolio, refreshed risk register, significant changes in exposure, and mitigation progress are reviewed by the Board-level Risk Management Committee on a biannual basis.

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

Our independent internal audit team led by Internal Audit head conducts annual reviews to ensure our policies are aligned with the company's risk strategy and reports key observations, control gaps, and improvement opportunities to the management and governance forums, while rigorously tracking the closure of Corrective and Preventive Actions (CAPA). Audit insights and emerging trends actively inform the continuous refinement of risk assessments, recalibration of risk ratings, and advancement of mitigation strategies and internal control frameworks

To sustain adherence to global benchmarks, external experts are engaged every two years to independently review our audit processes. Reflecting our commitment to global best practices, ISO 31000 Risk Management principles are being progressively integrated into our enterprise risk management approach, further strengthening its depth, rigor, and resilience. The ERM Policy further promotes a continuous risk management cycle of assessment, mitigation, monitoring, review, and reporting, ensuring alignment with business objectives and evolving risk conditions.

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

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

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

Recognizing occupational health and safety as a critical priority, we have embedded reinforcement mechanisms such as the EHSAAS (Environment, Health and Safety Awards and Accolade System) to strengthen vigilance and promote timely reporting.

We also integrate a rigorous risk management approach into the development of new products and services, ensuring safety and regulatory compliance at every stage.

At Lupin accomplishing risk-related mitigation actions and goals is included in the annual performance evaluation, which directly affects executive and employee compensation and

incentives. Furthermore, we integrate comprehensive risk management protocols into the development of new products and services to uphold safety and regulatory compliance.

Link: https://www.lupin.com/uploads/Enterprise_Risk_Management_ERM_Policy_63daf49ef3.pdf

Emerging Risks (1.4.3)

Emerging risks are external, evolving risks that are characterized by a high degree of uncertainty and have the potential to significantly impact an organization's long-term strategy, operations, and value creation. While their likelihood, timing, and full implications may not yet be fully understood, early identification and proactive management are essential to building long-term resilience for Lupin.

Lupin reviews insights from the World Economic Forum (WEF) Global Risk Report, pharmaceutical industry reports on emerging risks, and other credible external sources to identify and assess existing, emerging, and long-term risks and opportunities relevant to the business. This horizon-scanning exercise supports the prioritization of material emerging risks and informs enterprise risk management and strategic decision making of the company.

The emerging risks outlined below reflect key external developments transforming the pharmaceutical industry. Rising geopolitical tensions and trade policy uncertainty are increasing supply chain and sourcing complexities; rapid advances in artificial intelligence and digital technologies are creating new opportunities alongside evolving governance, cybersecurity, and regulatory challenges including deep fakes and AI related concerns; and the accelerating transition to a lower-carbon economy is reshaping stakeholder expectations and operational requirements in emerging markets. While the full implications of these developments remain uncertain, their potential to influence Lupin's long-term strategy, operational resilience, innovation agenda, and competitive position has increased significantly, making them important emerging risks for ongoing assessment and management. Hence the four emerging risks identified by Lupin are:

1. Trade Protectionism and Onshoring Pressure
2. AI-Related Risks and Deep Fakes
3. AI and Digital Transformation in Pharma
4. Climate Transition Risk and Carbon Pricing
5. Expanding Global Carbon Pricing Mechanisms and Border Carbon Regulations

Emerging risks are an essential portfolio discussion, and future mitigation plans are a significant point of discussion for our risk management teams. Lupin has identified four key emerging risks that could materially influence its long-term performance, competitiveness, and resilience. These risks reflect major shifts in the global business environment, including geopolitical uncertainty, rapid technological disruption, and accelerating climate regulation.

The table below describes the four pertinent emerging risks that Lupin has identified in its risk register:

Risk & Risk Category	Risk Description and Impact	Mitigation Actions
Trade Protectionism and Onshoring Pressure Category of Risk: Geopolitical	Risk Description: The potential expansion of tariffs on products and growing policy pressure for domestic manufacturing and supply chain localization in key markets, particularly the United States and Europe, pose a significant emerging risk. The imposition of tariffs, trade restrictions, or changes in import regulations could increase input and finished goods costs, disrupt established supply chains, and adversely affect product pricing and competitiveness. Simultaneously, onshoring and local manufacturing mandates may require significant capital investment, operational restructuring, or changes in sourcing strategies, potentially impacting margins and return on investment. Impact: Increasing regulatory interventions across key markets – such as trade tariffs and drug price controls aimed at promoting local manufacturing, and improving affordability – may impact pricing flexibility, market access, and overall profitability. Higher tariffs and forced localization may raise the cost of goods, require capital investments, and reduce competitiveness, negatively affecting profitability.	We mitigate tariff expansion and onshoring risks through a diversified global manufacturing footprint and flexible sourcing strategies, enabling rapid adjustment to trade and policy changes. We are planning to strengthen backward integration, local manufacturing and alternate sourcing to manage cost volatility and reduce tariff exposure. Selective investments in onshore and nearshore manufacturing, particularly in key regulated markets, support supply security and policy alignment. Trade and tariff scenarios are embedded into portfolio, pricing, and capacity planning to protect competitiveness and ensure continuity of supply. In addition, planned internal audits of Procure-to-Pay and logistics processes are undertaken to strengthen controls and supply chain governance.
AI-Related Risks and Deep Fakes Category of Risk: Technological	Risk Description: As artificial intelligence and machine learning become increasingly embedded across R&D, manufacturing, pharmacovigilance, supply chain,	We are strengthening our AI governance through clearly defined accountability structures and human oversight for critical decisions, supported by our Global Artificial Intelligence (AI)

	and commercial functions, there is an emerging risk of inaccurate, biased, or non-explainable outputs arising from data limitations, model constraints, or inappropriate use. Inadequate oversight or limited internal expertise could lead to over-reliance on AI-driven insights, with implications for decision quality, patient safety, product integrity, and regulatory compliance. Further, the use of AI in handling sensitive clinical and proprietary data introduces risks related to data privacy, cybersecurity, intellectual property, and evolving regulatory requirements, potentially impacting operational effectiveness and stakeholder trust. AI-enabled deepfakes and synthetic content further amplify this threat by creating highly credible yet false information that is difficult to detect and counter in real time. Impact: Such incidents can undermine public trust, mislead patients and healthcare stakeholders, attract regulatory scrutiny, and result in significant reputational and commercial damage if not effectively managed. Additionally, emerging AI-related risks may lead to data breaches, cybersecurity vulnerabilities, increased compliance costs, and long-term erosion of brand value.	Governance Policy, which establishes enterprise-wide governance standards with explicit roles and responsibilities, risk-based AI classification tiers, controls for agentic AI, confidentiality requirements, lifecycle management protocols, and audit-ready documentation expectations. Rigorous model validation and testing protocols are aligned with emerging global regulatory expectations, with specific restrictions on AI deployment in high-risk clinical and regulatory activities. We are also investing in capability building and targeted training, while continuously monitoring AI systems for accuracy, bias, data integrity, privacy, cybersecurity, and third-party risk exposure. We address misinformation risks through active digital monitoring, rapid response protocols, and coordinated engagement across communications, regulatory, and legal teams to counter false narratives. We strengthen data governance, cybersecurity, and content authentication controls to reduce the risk of AI-generated misuse and deepfakes. In parallel, we focus on transparent, science-based communication with regulators, healthcare professionals, and the public to protect trust and brand credibility.
AI and Digital Transformation in Pharma Category of Risk: Technological	Risk Description: Rapid advancements in AI and digital technologies are reshaping pharmaceutical operations across research and development, clinical development, manufacturing, quality, and commercial	We have established a Generative AI Center of Excellence (GenAI CoE) to proactively manage AI-related risks and embed responsible innovation across business functions. By collaborating with leading AI

	processes. As AI adoption expands faster than regulatory frameworks and internal capabilities can fully align, emerging risks arise related to data quality, model governance, cybersecurity vulnerabilities, regulatory acceptance, and the ethical use of AI. As digital initiatives scale, exposure to algorithmic risks, inconsistent data infrastructure, and external cyber threats increases. In addition, competitors are accelerating AI-enabled innovation, creating pressure to adapt effectively in an increasingly data-driven global pharmaceutical environment. Impact: Insufficient oversight, integration, or capability building can result in operational inefficiencies, compliance challenges, biased outputs, and missed innovation opportunities. Ineffective adaptation to digital acceleration may weaken decision-making, reduce organizational agility, and erode long-term competitiveness. Financially, failure to effectively leverage AI and digital transformation may limit operational efficiency gains, slow research and development outcomes, increase decision-making and process costs, and adversely impact margins and long-term financial resilience.	solution providers, we apply advanced analytics and AI-driven systems to enhance drug discovery, investigative processes, and decision-making accuracy. A controlled adoption model, using selective pilots, phased scaling, and structured digital upskilling, ensures that AI integration strengthens efficiency and competitiveness while maintaining compliance, governance, and operational integrity.
Climate Transition Risk and Carbon Pricing Expanding Global Carbon Pricing Mechanisms and	Risk Description: Global movement towards low-carbon economies is accelerating regulatory, investor, and customer expectations around greenhouse gas emissions. Expanding carbon pricing mechanisms, such as the	We have established a structured decarbonization and supply chain engagement strategy aligned with evolving climate-related regulations and stakeholder expectations. Through initiatives to improve energy efficiency,

Border Carbon Regulations Category of Risk: Environmental	EU Emissions Trading System (EU ETS) and the Carbon Border Adjustment Mechanism (CBAM), may elevate operating and supply chain costs for us, particularly in energy intensive manufacturing and international trade. Failure to adapt may impact competitiveness, profitability, and compliance across key markets. The pharmaceutical sector is facing intensifying pressure to decarbonize, and jurisdictions continue to broaden carbon pricing frameworks. As we operate energy-heavy manufacturing sites and export globally, exposure to carbon-related cost escalations and regulatory obligations is steadily rising. Impact: Expanding global carbon pricing and tightening climate regulations may substantially increase operational and supply chain costs, impacting margins and international competitiveness. Failure to meet evolving climate expectations could also affect investor confidence and restrict access to capital.	increase renewable energy adoption, and optimize manufacturing operations, we are reducing Scope 1 and Scope 2 emissions while mitigating potential future carbon pricing risks. Our Scope 1, Scope 2, and Scope 3 emissions reduction targets have been validated and approved by the Science Based Targets initiative (SBTi), reinforcing our commitment to a science-based pathway toward net zero. Enhanced climate-related disclosures, performance monitoring, and supply chain engagement support transparency, regulatory compliance, and alignment with investor expectations and emerging global sustainability standards. These efforts enable proactive climate risk management while strengthening operational resilience, supply chain sustainability, and long-term competitiveness.
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Business Ethics

Code of Conduct (1.5.2)

Lupin's Code of Conduct provides a comprehensive framework for ethical behavior, covering key areas such as corruption and bribery, discrimination, confidentiality, conflicts of interest, antitrust practices, money laundering, insider trading, environmental health and safety, and whistleblowing. It sets clear expectations for employee conduct and promotes a culture of integrity and compliance. This Code guides our actions and decisions, ensuring responsible operations across Lupin.

Link: https://www.lupin.com/wp-content/uploads/2022/12/english_coc-handbook.pdf

Anti-Money Laundering (AML):

Lupin's Code of Business Conduct & Ethics includes requirements relating to anti-money laundering and applies to all employees and relevant third parties. Compliance with AML requirements is

supported through internal financial controls, business partner due diligence processes, compliance oversight, mandatory Code of Conduct training, and reporting channels including the Compliance & Ethics Office and Ethics Point whistleblower platform.

No incidents relating to money laundering were reported during FY2025-26.

Anti-Bribery and Anti-Corruption Policy (1.5.3)

Lupin has a comprehensive, group-wide Anti-Bribery and Anti-Corruption Policy that is publicly available and is also embedded within its Code of Business Conduct & Ethics, which is part of the company's global governance framework known as P.L.E.D.G.E. (Preparing Lupin Employees to Demonstrate Corporate Governance and Ethical Conduct). Lupin's policy reinforces a zero-tolerance stance on bribery and corruption, reflecting our strong commitment to ethical business practices, transparency, and accountability across our global operations. We require full compliance with all applicable anti-bribery and anti-corruption (ABAC) laws and expect all employees, officers, directors, agents, partners, and stakeholders to uphold the highest standards of integrity. The policy includes clear guidelines on gifts, political contributions, and charitable donations to prevent any form of improper influence.

Prevention of Bribery and Corruption: Lupin strictly prohibits all forms of bribery and corruption, whether public or private, and any conduct that may create the perception of improper influence or unfair business advantage.

- The policy outlines clear rules regarding the acceptance and offering of gifts and hospitality to avoid conflicts of interest.
- Lupin does not permit political contributions that could influence business decisions or regulatory outcomes.
- All charitable contributions and sponsorships must be transparent, documented, and aligned with Lupin's ethical standards.
- All of our Employees including part-time employees and contractors undergo mandatory training to understand and comply with the Code and related policies. 100% of lupin employees have undergone mandatory training on Lupin code of conduct including Anti-Bribery and Anti-Corruption.
- Established Procedure for Handling Breaches: Upon identification or reporting of a potential breach of the Anti-Bribery and Anti-Corruption Policy, Lupin follows a defined breach-management process designed to ensure timely investigation, appropriate escalation, remediation, and continuous improvement:

Reporting and Intake through designated reporting channels, including anonymous reporting mechanisms.

Protection Against Retaliation for individuals reporting concerns in good faith.

Review and Assessment by Compliance, Ethics, Legal, and relevant management functions.

Investigation and Escalation, including escalation to senior management and governance bodies where appropriate.

Corrective and Disciplinary Actions based on investigation outcomes, including remediation measures and disciplinary action up to and including termination, where warranted.

Monitoring and Process Improvement to address control gaps, prevent recurrence, and strengthen the effectiveness of the compliance framework.

Lupin has defined mechanisms for reporting violations, including anonymous reporting channels, and ensures protection against retaliation. Reported concerns, allegations of misconduct, and potential violations are reviewed and investigated by the appropriate Compliance, Ethics, Legal, and management functions in accordance with established procedures. Matters are escalated to relevant senior management and governance bodies, where appropriate, and investigations are conducted to assess the nature and extent of the breach. Following investigations, Lupin implements corrective and disciplinary actions, remediation measures, and process improvements to address identified control gaps and prevent recurrence. Compliance with the Code and related policies is subject to ongoing monitoring and periodic review to strengthen controls and support continuous improvement.

- The company has defined processes for corrective and disciplinary actions. The breaches of the policy may result in disciplinary action, including termination and legal consequences as required.

Established Procedure for Handling Breaches



The Board of Directors is the highest endorsing decision-making body for this policy, reflecting its strategic importance and alignment with Lupin's core values. The Policy has been approved by the Board of Directors.

The scope of Lupin's Anti-Bribery and Anti-Corruption framework extends to third parties through the Third-Party Code of Conduct. 100% of our suppliers are committed to compliance with our Third-Party Code of Conduct and Sustainable Procurement Policy and are subject to risk-based due diligence, ongoing monitoring, and corrective action processes where required.

Link: https://www.lupin.com/wp-content/uploads/2022/12/english_coc-handbook.pdf

https://www.lupin.com/uploads/Third Party Code of Conduct Policy_e0852b041b.pdf

Whistleblowing Mechanism (1.5.4)

Lupin has established a robust whistleblowing framework to encourage the reporting of unethical behavior, misconduct, or violations of company policies, while ensuring the safety and confidentiality of whistleblowers.

Lupin promotes a speak-up culture through a confidential whistleblower policy, safeguarding employees from retaliation. Our dedicated whistleblower policy allows anonymous reporting and maintains confidentiality to protect complainants. This ensures that anyone can provide their opinion without fear of retaliation or adverse effects on their life at Lupin. The mechanism on using the reporting channel, process for investigating the reported breaches are described in detail at Lupin.

To ensure adherence and complete coverage of the whistleblower complaint lifecycle, Lupin has put in place the following measures:

- Lupin has a dedicated Ethics & Compliance team, overseen by the President Legal and Compliance, responsible for managing the whistleblowing mechanism. This ensures timely review, investigation, and resolution of reported concerns.
- Lupin operates a third-party managed whistleblower hotline and digital portal, allowing employees, contractors, and stakeholders to report concerns independently of internal management, ensuring impartiality and trust. A dedicated and independent Ombudsman assesses whistleblower complaints, this ensures there is no bias and internal misalignment with regards to the complaint, ensuring a smooth process.
- Any director or employee may directly contact Chairman of the Audit Committee (as defined in the Companies Act, 2013) in appropriate or exceptional cases.
- All whistleblowers can report their complaints in an anonymous manner to protect their identity and ensure they can carry out their daily obligations without fear or threat of retaliation. Whistleblowers are allowed to submit reports anonymously, without revealing their identity. The system is designed to protect anonymity while enabling effective investigation.
- All reports received are treated with strict confidentiality. Access to case details is limited to authorized personnel, and information is securely stored and handled in accordance with data protection policies.
- There is a zero-tolerance attitude towards any form of retaliation against whistleblowers. Any form of retaliation towards the complainant is seen as a serious offence and will be dealt with in the appropriate manner sought by Lupin and the Board. Lupin has a formal commitment in its Code of Conduct and Whistleblower Policy that strictly prohibits any form of retaliation or unfavorable treatment against individuals who report concerns in good faith. This includes protection from: Termination or demotion, Harassment or intimidation, Negative performance reviews or denial of opportunities or others. Any instance of retaliation is treated as a serious violation of company policy. Lupin enforces disciplinary measures, which includes - Formal warnings, Suspension
- Termination of employment, Legal action, if applicable. Investigations into retaliation are conducted independently and confidentially, ensuring fairness and accountability.
- After an investigation, a report is prepared and documented by the Ombudsperson, disclosing all proceedings and final outcomes. This report is maintained confidentially to ensure anonymity while also maintaining a track record of our complaints
- Annual training on whistleblowing channels is provided to instill a culture of compliance at lupin. This ensures that all employees are aware of the proper procedures and ramifications of the process in case such actions are taken. Lupin provides regular training and awareness programs to employees on how to use the whistleblowing channel, what constitutes reportable behavior, and the protections available to whistleblowers. This includes guidance on what to report, how to report, and what protections are available.
- The company has a clearly defined investigation protocol, which includes:
 - Initial screening of the report
 - Assignment to an internal or external investigator
 - Evidence collection and interviews
 - Resolution and corrective actions
 - Feedback to the whistleblower (where possible)

The process is documented and periodically reviewed to ensure fairness, transparency, and compliance with legal standards.

Our whistleblower policy reinforces our commitment to transparency, accountability, and ethical conduct. Ensuring our principles of P.L.E.D.G.E are fulfilled in all aspects of our operations and grievance redressal methods.

Link: <https://www.lupin.com/wp-content/uploads/2022/02/Whistleblower-Policy-Website.pdf>

Whistleblower Mechanism:

We at Lupin maintain a robust speak-up framework, anchored by an independent Office of the Ombudsperson, ensuring a confidential, impartial, and trusted channel for raising concerns. This empowers employees to report fraud, misconduct, policy breaches, or discrimination without fear of retaliation, reflecting the principles set out in our Whistleblower Policy. In FY 2025- 26, the Ombudsperson's office addressed 39 complaints received through multiple channels, with each case subject to rigorous investigation and resolution in line with established whistleblower protocols. The matters reported were largely routine in nature, with a majority pertaining to process deviations, ethics and values-related issues, and workplace.

Vigil Mechanism/Whistleblower Policy: Over the years, the Company has fostered a strong culture of integrity and ethical conduct, maintaining zero tolerance towards any form of unethical behavior. It consistently adheres to recognized standards of ethical, lawful, and responsible business practices across all its operations. Pursuant to the provisions of Section 177(9) and (10) of the Act read with Rule 7 of the Companies (Meetings of Board and its Powers) Rules, 2014, and Regulation 22 of the Listing Regulations, the Company has implemented a Vigil Mechanism/Whistleblower Policy for directors and employees to report genuine concerns. Further, details of this mechanism are provided in the Corporate Governance Report, which forms part of this Integrated Report.

Pursuant to Regulation 18(3) read with Part C(18) of Schedule II of the Listing Regulations, the Audit Committee periodically reviews the functioning of the Vigil Mechanism/Whistleblower Policy. Employees and Directors are encouraged to report unethical practices and raise concerns directly to the Office of the Ombudsperson, without fear of retaliation or retribution. Additionally, employees and Directors also have direct access to the Chairman of the Audit Committee for reporting such concerns. All complaints, including anonymous complaints, are promptly examined and investigated by individuals authorized by the Ombudsperson. The Office of the Ombudsperson is empowered to receive, respond to, and investigate all matters falling within the ambit of the Policy. The Whistleblower Policy is uploaded on the website of the Company and can be accessed at <https://www.lupin.com/investors/policies/>

Whistle-Blower Policy: The Company believes in conducting its business in a fair, transparent, and ethical manner and remains committed to upholding the highest standards of moral and legal conduct across its operations. Lupin endeavors to provide a safe and enabling environment where Directors and employees can raise concerns relating to suspected misconduct or wrongdoing without fear of discrimination, retaliation or harassment. Under the Whistle-Blower Policy, concerns may be reported to the Ombudsperson by the prescribed communication channels, as detailed in the Policy. The Whistle-Blower also has direct access to the Chairman of the Audit Committee, and no person has been denied access to the Audit Committee during the year under review. The functioning of the whistle blower mechanism is periodically reviewed by the Audit Committee.

The whistleblower has the option to email the protected disclosures to ombudsperson@lupin.com. In addition to this, Lupin's Code of Business Conduct & Ethics strengthens the grievance redressal

framework by ensuring transparent investigation, confidentiality, and timely resolution of complaints. Lupin has a 24/7 independent third-party service that routes inquiries and concerns to the Compliance and Ethics Office.

This service also allows users to choose to be anonymous.

INDIA & APAC WEBSITE: Lupinglobal.ethicspoint.com

INDIA & APAC MOBILE: Lupinglobalmobile.ethicspoint.com

AMERICAS & EMEA WEBSITE: Lupin.ethicspoint.com

These mechanisms are designed to protect employees and workers across all categories in the value chain, ensuring a safe and ethical work environment. Also, employees and workers can report their concerns to their respective reporting managers. The grievances are then submitted to the Company for appropriate action and resolution.

Reporting on Breaches (1.5.5).

Reporting areas	Number of breaches in FY 2025-26	Amount of Fines/Penalties due to same (INR Million)	Amount of convictions (INR Million)
Corruption and Bribery	1	0	0
Discrimination or Harassment	75	0	0
Customer Privacy Data	0	0	0
Conflicts of Interest	8	0	0
Money laundering or Insider Trading	0	0	0
Total	84	0	0

There were zero convictions or fines & penalties during the reporting year related to corruption and bribery cases.

Ethics Governance Performance

Lupin monitors the effectiveness of its ethics and compliance program through a range of governance and performance indicators covering ethics training, whistleblower reporting, investigations, supplier compliance, audits, and remediation actions. These indicators are reviewed through established governance mechanisms and support continuous improvement of the Company's ethics and compliance framework.

Indicator	FY 2025-26
Employees covered by ethics and compliance training	100%
Employees covered by Code of Conduct training	100%
Whistleblower complaints received	39
Sexual harassment complaints received	8
Sexual harassment complaints resolved	8

Discrimination complaints received	15
Suppliers committed to Third Party Code of Conduct	100%
Suppliers assessed through ESG framework	77
Suppliers provided corrective action plans	100%
Supplier quality and compliance audits completed	330
Locations independently assessed for Human Rights	17
Corruption and bribery incidents	0
Money laundering incidents	0
Customer privacy complaints	0

Policy Influence

Lupin maintains a robust governance framework to monitor, record, and disclose political contributions, lobbying-related expenditures, and trade association memberships. As outlined in the Company's Political Involvement Policy, all political contributions and lobbying expenditure must be lawful, approved through appropriate governance processes, transparently recorded in the Company's books and records, and disclosed in accordance with applicable laws through Lupin's ESG Report or Integrated Report. This framework enables Lupin to track and report annual monetary contributions and spending related to political activities, lobbying engagements, and trade association participation across its operations:

Link: https://www.lupin.com/uploads/Political_Involvement_Policy_dc09fa35e8.pdf

Contributions and Other Spending (1.6.1)

Contributions (in INR)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Lobbying, interest representation or similar	0	0	0	0
Local, regional or national political campaigns/organizations / candidates	180,000,000	250,000,000	0	0
Trade associations or tax-exempt groups (e.g. think tanks)	90,090,000	82,134,791	107,451,387	118,180,169
Other (e.g. spending related to ballot measures or referendums)	0	0	0	0
Data coverage (as % of operations)	100%	100%	100%	100%
Total- (INR)	270,090,000	332,134,791	107,451,387	118,180,169

Largest Contributions and Expenditures (1.6.2)

Issue or Topic	Corporate Position	Description of Position/Engagement	FY 2025-26 Total Spent in INR
Accessibility and affordability of medicine	Support	Lupin actively engages with policymakers, regulators, healthcare institutions, and industry associations such as the Association for Accessible Medicines (AAM) and Indian Pharmaceutical Alliance (IPA) to advance policies that improve access to quality, safe, and affordable medicines. Consistent with our purpose of catalyzing treatments that transform hope into healing, our advocacy focuses on strengthening pharmaceutical innovation through R&D incentives, improving regulatory efficiency, combating counterfeit and sub-standard medicines, enhancing patient safety, and supporting transparent and sustainable pricing frameworks. Through these engagements, we contribute to discussions that expand healthcare access, strengthen public health systems, and promote a globally competitive and patient-centric pharmaceutical ecosystem. Lupin also supports policy initiatives that improve access to critical therapies for tuberculosis, HIV, diabetes, respiratory and other chronic diseases in underserved markets, and affordability of medicines for patients.	101,343,633
Sustainability and Climate Change mitigation	Support	Lupin engages with industry forums and sustainability platforms to support climate action, responsible manufacturing, and environmental stewardship. Through participation industry associations and other industry initiatives, we contribute to policy dialogue on energy transition, decarbonization, renewable energy adoption, water stewardship, circular economy practices, and sustainable operations. Our engagement aligns with Lupin's SBTi-approved climate targets, CDP leadership ratings for Climate Change and Water Security, and broader efforts to build a low-carbon and climate-resilient healthcare sector. Additionally, Lupin collaborates with initiatives such as the <u>Climate Pledge</u> to advance environmental best practices and is a member of the <u>India Business and Biodiversity Initiative (IBBI)</u> , supporting integration of biodiversity considerations into business decision-making and the objectives of the Kunming-Montreal Global Biodiversity Framework.	141,600

Other Large Expenditures

Name of organization	Type of Organization and Lupin's engagement	Total Spent in FY 2025-26 (INR)
Confederation of Indian Industry (CII)	<u>Trade Associations:</u> Lupin maintains a strategic engagement with CII to contribute to industry-wide dialogue on manufacturing competitiveness, regulatory reforms, sustainability, innovation, energy transition, and responsible business practices. Through CII platforms, Lupin participates in discussions that promote ESG integration, climate resilience, operational excellence, workplace safety, and sustainable industrial development, supporting long-term value creation for both industry and society.	447,810
Indian Pharmaceutical Association (IPA)	Lupin works closely with IPA to support policy advocacy and industry development across areas critical to healthcare access and pharmaceutical innovation. Key engagement areas include research and development, strengthening quality and regulatory standards, combating counterfeit and non-standard quality medicines, promoting responsible manufacturing, environment-related regulatory reforms, and improving access to affordable medicines. Through IPA, Lupin contributes to policy discussions that strengthen India's position as a global pharmaceutical leader while ensuring patient safety, innovation, and ethical business practices.	10,620,000
Federation of Indian Chambers of Commerce & Industry (FICCI)	Lupin actively engages with FICCI on matters relating to healthcare policy, pharmaceutical regulations, sustainability, climate action, and responsible business conduct. Through various industry working groups and sustainability forums, Lupin contributes to discussions on climate transition, resource efficiency, ESG disclosures, circular economy practices, public health priorities, and the development of an enabling policy environment for sustainable growth. These engagements support Lupin's broader commitment to responsible operations, decarbonization, and long-term stakeholder value creation.	141,600

Lupin's participation in industry associations and sustainability initiatives is guided by its commitment to improving patient outcomes, strengthening healthcare access, advancing climate action, and promoting responsible business practices. Through constructive engagement with policymakers, trade associations, and collaborative platforms, including initiatives related to climate action and biodiversity conservation, Lupin contributes to the development of evidence-based policies that support a resilient, inclusive, and sustainable healthcare ecosystem.

Lobbying and Trade Associations -Climate Alignment (1.6.3):

Lupin annually evaluates climate-related lobbying activities and trade association memberships against a defined Paris-Alignment Assessment Framework. The assessment considers consistency with the Paris Agreement's 1.5°C objective, SBTi-aligned emissions reduction targets, climate disclosure requirements, renewable energy policies, energy efficiency measures, carbon market mechanisms, industrial decarbonization initiatives, and broader net-zero transition pathways. Assessment findings, material advocacy activities, key trade association memberships, alignment reviews and any identified misalignments are reported through publicly available sustainability disclosures and governance reporting.

At Lupin, we recognize climate change as a significant challenge affecting public health, communities, ecosystems, and economic development. We support the goals of the Paris Agreement and are committed to aligning our climate strategy, business operations, emissions reduction targets, and public policy engagement in alignment with Paris Agreement's goal to limit global warming to well below 2 degrees Celsius (1.5-degree aligned and science-based).

This commitment is reflected in our policy/program “Lupin Position Statement on Climate Change, Framework, Program, Reporting and Monitoring on Public Policy and Advocacy with respect to Climate Change” and Lupin's Carbon Reduction Pathway, which includes Science Based Targets initiative (SBTi) validated emissions reduction targets aligned with the Paris Agreement's 1.5°C pathway, as well as in the Company's TCFD disclosures, Corporate Sustainability Policy, Annual Integrated Reports, and Position Statement on Climate Change, Framework, Program, Reporting and Monitoring on Public Policy and Advocacy. Through responsible engagement with policymakers, government bodies, industry forums, and trade associations, Lupin advocates for climate change mitigation, sustainable business operations, and policy frameworks that support long-term environmental resilience and sustainable development.

Consistent with its Position Statement on Climate Change Public Policy and Advocacy, Lupin supports public policies and regulatory frameworks that:

- Advance science-based climate action and implementation of the Paris Agreement and its 1.5°C objective;
- Accelerate the transition to a low-carbon economy through renewable energy adoption, energy efficiency, sustainable finance, and investment in low-carbon technologies;
- Enable value chain decarbonization and support greenhouse gas reduction initiatives across operations and the supply chain;
- Strengthen climate resilience and adaptation across communities, healthcare systems, infrastructure, and supply chains;
- Promote transparency and accountability through climate-related disclosures aligned with globally recognized frameworks; and
- Support a just and inclusive transition while fostering innovation, sustainable economic growth, and public health outcomes.

This climate advocacy framework applies across all jurisdictions where Lupin operates and covers direct climate-related lobbying activities, policy consultations, public policy submissions, advocacy engagements, and participation in trade associations and industry associations.

Lupin supports renewable energy expansion, energy-efficiency regulations, science-based climate disclosure requirements, carbon market mechanisms, and policies promoting industrial decarbonization.

Management System and Governance Framework:

Lupin has a formal management system, governance structure and review and monitoring process for managing public policy engagement, including:

- Oversight by the Board-level Sustainability and Corporate Social Responsibility (SCSR) Committee and Risk Management Committee.
- Accountability assigned to the ESG Core Committee governed by the Global CFO, CEO, President HR and Chief Technology Operations Officer.
- The CFO is directly involved in climate governance and policy alignment.
- The ESG Core Committee ensures that lobbying and trade association activities are consistent with Lupin's climate commitments and are aligned with the Paris Agreement.
- Regular monitoring and reporting of climate-related risks and advocacy efforts are undertaken at Board SCSR reviews and ESG Core Committee reviews.

Prior to undertaking material climate-related lobbying or public policy engagement activities, proposed climate policy positions are reviewed through the ESG Core Committee to assess consistency with Lupin's climate commitments, net-zero ambition, SBTi-validated emissions reduction targets, and publicly stated climate positions. Any potential misalignments are escalated for review and corrective action before engagement occurs.

Lupin undertakes public policy engagement in a transparent and responsible manner and participates in industry forums and trade associations. Such engagements are governed through the Company's Political Involvement Policy, which requires Board oversight, promotes transparency in lobbying activities, and requires engagement through reputable and lawful channels. The Policy further emphasizes that lobbying and advocacy engagements should be non-partisan, evidence-based, and aligned with Lupin's values, Code of Business Conduct & Ethics, and long-term business sustainability objectives.

▪ Review and Monitoring Process

Lupin periodically reviews and monitors both its direct climate-related lobbying activities and trade association memberships to assess alignment with the Paris Agreement, Lupin's climate strategy, Climate Policy Principles, net-zero ambition and emissions reduction targets.

▪ Direct Lobbying Activities

Through the ESG Core Committee, climate-related public policy engagement and lobbying positions are assessed before advocacy engagement is undertaken. The review evaluates whether the proposed position supports climate mitigation, emissions reduction, energy transition, climate resilience, and broader sustainable development objectives consistent with the Paris Agreement. Climate-related lobbying activities are subsequently reviewed during ESG Core Committee meetings to monitor ongoing alignment with evolving climate policies and regulations.

Details of climate-related advocacy positions and participation in industry forums are disclosed in the FY 2025-26 Integrated Report.

During FY2025-26, Lupin publicly reported its participation in climate-related consultations, policy dialogues, renewable energy advocacy initiatives, industry forums and public policy engagements supporting emissions reduction, energy transition and climate resilience. Following are Lupin's participation and pointers on climate change:

Engagement with State governments on renewable energy	Participation in meetings conducted by Ministry of Environment, Forest and Climate Change (MoEF&CC), Government of India on Net Zero Portal	Participation in consultations and meetings organized by the Ministry of Environment, Forest and Climate Change (MoEF&CC) relating to India's Net Zero pathway, climate transition planning and greenhouse gas emissions reduction initiatives.	Representation to the Securities and Exchange Board of India (SEBI) on Business Responsibility and Sustainability Reporting (BRSR) requirements, including climate-related disclosures, greenhouse gas emissions reporting, climate risk management and transparency aligned with global sustainability reporting expectations.	Engagement with UK NHS on Net Zero and Evergreen Assessment
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Trade Associations

Lupin actively engages with industry associations including the Confederation of Indian Industry (CII), and Federation of Indian Chambers of Commerce & Industry (FICCI), The Climate Pledge, India Zero Emissions Freight Alliance and IBBI.

The Company periodically reviews memberships in trade associations and industry bodies to assess whether their climate-related public policy engagement, consultation responses, climate commitments and lobbying activities are supportive of the objectives of the Paris Agreement. Reviews are conducted for existing memberships and when new memberships are being considered.

Framework for Addressing Misalignments with Trade Associations

Lupin has a framework to identify and address misalignments between its climate position and those of trade associations.

- **Assessment:** Lupin periodically evaluates trade association climate positions, consultation responses, public advocacy activities and lobbying positions against Lupin's climate commitments, Climate Policy Principles, net-zero ambition and SBTi-validated targets. Alignment assessments consider consistency with:
 - Paris Agreement 1.5°C goal
 - Net-zero emissions by 2050 pathways
 - Science Based Targets initiative
 - Renewable energy deployment

- Climate-related disclosure regulation
- Industrial decarbonization
- **Engagement:** Where actual or potential misalignment is identified, Lupin engages with the relevant association to communicate concerns, seek clarification and encourage alignment with science-based climate action and the Paris Agreement.
- **Advocacy for Alignment:** Lupin advocates for modification of positions that are inconsistent with climate science, Paris Agreement objectives, or Lupin's stated climate commitments.
- **Escalation:** Where a material misalignment remains unresolved, the matter is escalated to the ESG Core Committee for review and determination of further actions.
- **Public Clarification:** Lupin may publicly communicate its position, disclose areas of disagreement, or clarify that a trade association's position does not represent the Company's views.
- **Membership Reassessment:** Where significant misalignment persists despite engagement efforts, Lupin may reconsider, suspend or terminate its membership in the association.

Lupin publicly discloses significant trade association memberships and reports assessments undertaken regarding alignment between trade association climate positions and Lupin's climate commitments. Trade associations are evaluated against predefined criteria covering support for Paris Agreement objectives, renewable energy deployment, emissions reduction measures, carbon market mechanisms, climate disclosure frameworks and science-based decarbonization pathways.

During FY 2025-26, trade association memberships were reviewed for alignment with Lupin's climate commitments, and no material misalignments were identified.

Transparency and Reporting

Lupin is committed to transparency in climate-related advocacy and public policy engagement.

Through its Annual Integrated Report, ESG disclosures, TCFD-aligned disclosures, CDP responses, corporate website and other public communications, Lupin reports, where material and appropriate, on:

- Climate-related direct lobbying and public policy engagement activities;
- Climate-related policy positions and advocacy activities of key trade associations and industry associations;
- Assessments of alignment between trade association positions and Lupin's climate commitments;
- Actions taken to address identified misalignments; and
- Progress against climate targets, emissions reduction commitments and net-zero ambitions.

Following are the Climate-related direct lobbying, public policy engagement activities which are aligned with the Paris Agreement's 1.5°C pathway:

Climate-related direct lobbying activities

Engagement with State governments on renewable energy	Participation in meetings conducted by Ministry of Environment, Forest and Climate Change (MoEF&CC), Government of India on Net Zero Portal	Participation in consultations and meetings organized by the Ministry of Environment, Forest and Climate Change (MoEF&CC) relating to India's Net Zero pathway, climate transition planning and greenhouse gas emissions reduction initiatives.	Representation to the Securities and Exchange Board of India (SEBI) on Business Responsibility and Sustainability Reporting (BRSR) requirements, including climate-related disclosures, greenhouse gas emissions reporting, climate risk management and transparency aligned with global sustainability reporting expectations.
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Climate policy positions and activities of trade associations:

Lupin publicly supports sustainability and climate change mitigation through its advocacy and stakeholder engagement activities. The Company actively advocates for climate change mitigation and sustainable business operations through industry forums and trade associations such as FICCI and CII and supports collaborative initiatives including The Climate Pledge and India Zero Emissions Freight Alliance.

Lupin is a proud member of The Climate Pledge, through which signatory companies commit to achieving net-zero carbon emissions by 2040. Through participation in collaborative initiatives such as The Climate Pledge and CII's Indian Business and Biodiversity Initiative, Lupin supports knowledge sharing, collective action and the advancement of science-based climate solutions consistent with the goals of the Paris Agreement.

Through CII, FICCI, The Climate Pledge and India Zero Emissions Freight Alliance Lupin supported discussions on renewable energy expansion, energy efficiency measures, climate disclosure frameworks, industrial decarbonization and India's net-zero transition.

During FY2025-26, Lupin reviewed the climate-related public policy positions, advocacy activities, consultation responses and climate commitments of key trade associations, including industry bodies such as CII, FICCI, The Climate Pledge and India Zero Emissions Freight Alliance against the Company's climate commitments, SBTi-validated targets and the objectives of the Paris Agreement. The review assessed whether trade association activities supported climate mitigation, renewable energy adoption, energy efficiency, industrial decarbonization, climate resilience and transparent climate disclosure practices.

The assessment confirmed that the climate-related policy positions and advocacy activities of the trade associations reviewed were aligned with Lupin's climate commitments and the goals of the Paris Agreement. No material misalignments were identified during the reporting period. Lupin

continues to monitor trade association memberships on a periodic basis and engages with associations to encourage science-based climate action and policy frameworks that support a net-zero transition.

Furthermore, as stated in Lupin's Corporate Sustainability Policy, the Company is focused on reducing carbon emissions across the supply chain, aligned with the goals of the Paris Agreement and its Science-Based Target commitments.

This framework ensures that Lupin maintains a management system, governance structure, review and monitoring process, Paris Agreement-aligned climate policy position, transparent reporting mechanism, and formal trade association misalignment process across all jurisdictions where the Company operates.

For further details on our Lupin Position on Climate Change Public Policy and Advocacy, refer the link-

https://www.lupin.com/uploads/lupin_position_statement_on_climate_change_public_policy_and_advocacy_f73e255e28.pdf

Supply Chain Management

Supplier Code of Conduct (1.7.1)

Every supplier we work with is expected to adhere to our Supplier Code of Conduct and Sustainable Procurement Policy, comprehensive document outlining the requirements to qualify as a Lupin supplier. Our code mandates suppliers to adhere to strict business ethics standards such as anti-bribery, anticompetitive and anti-corruption, including conflict of interest. The Code also includes provisions related to fraud prevention and requires suppliers to maintain appropriate risk management and compliance processes.

As per our Third party Code of Conduct, suppliers must have comprehensive human rights and labor practice requirements, including prohibitions on forced labor, child labor, human trafficking, slavery, and bonded labor. Suppliers must ensure fair working conditions, including compliance with applicable requirements relating to wages, benefits, working hours, rest periods, and safe physical and mental working environments. They must ensure proper working conditions, have stronger occupational health & safety management processes, systems, and policies, have SOPs for discrimination and harassment and uphold the rights of employees and workers for freedom of association and collective bargaining.

Environmental considerations such as reducing energy consumption, increasing renewable energy, reducing GHG emissions, pollution prevention, waste management and resource efficiency, along with no deforestation and biodiversity-related commitments, no-deforestation commitments and avoidance of negative land conversion activities. The Code further encourages suppliers to track and report GHG emissions and implement measures to improve environmental performance.

To ensure adherence to these requirements, Lupin reserves the right to conduct supplier audits and assessments, and suppliers are expected to implement corrective actions where gaps are identified.

Link to our supplier Code of Conduct and Policy:

https://www.lupin.com/uploads/Third_Party_Code_of_Conduct_Policy_e0852b041b.pdf

https://www.lupin.com/uploads/Sustainable_Procurement_Policy_1d1651d7e7.pdf

Supplier ESG Program (1.7.2)

Governance & Oversight

Our commitment to sustainability extends beyond the boundaries of our operations. In FY2024-25, we institutionalized a robust Supplier ESG Evaluation Program — integrating environmental, social, and governance parameters into both supplier onboarding and ongoing performance assessments of suppliers on ESG which we strengthened in FY 2025-26.

Board Oversight of Supplier ESG Program:

Our Supplier ESG evaluations, programs and goals are overseen by Sustainability Governance structure at Lupin. At the Board level, Lupin's Sustainability and Corporate Social Responsibility (SCSR) Committee provides strategic oversight. This committee provides strategic direction and ensures that Supply Chain risks and opportunities receive consistent management focus, alignment, and resources. At the executive level, our ESG Core Committee, comprising of the Managing Director, Executive Director & Global CFO, and President — Global Human Resources and Chief Technical Operations Officer, is pivotal in embedding ESG considerations into Supplier ESG program. The ESG Core Committee reviews the supplier programs monthly. This Committee also ensures that Lupin purchasing practices towards suppliers are reviewed to ensure alignment with Lupin's practices and the Lupin Supplier Code of Conduct to avoid potential conflicts with ESG requirements.

Supplier Code & ESG Alignment:

The ESG Core Committee reviews the supplier programs monthly. This Committee also ensures that Lupin purchasing practices towards suppliers are reviewed to ensure alignment with Lupin's practices and the Lupin Supplier Code of Conduct to avoid potential conflicts with ESG requirements.

Through this framework, we actively track the ESG footprint of key suppliers, to ensure alignment of our purchasing practices with our sustainable procurement policy and third-party supplier code of conduct. In FY2025-26, we further strengthened our Supplier ESG Program through the deployment of an independent digital ESG Assessment Tool integrated into the Lupin Supplier Portal, enabling enhanced transparency, audit trails, supplier collaboration, ESG performance monitoring, and structured CAPA management.

ESG screening of new suppliers has been institutionalized and incorporated into the supplier onboarding process. Annual ESG assessments are conducted for critical suppliers through structured questionnaires, approval workflows and corrective action tracking.

Based on our evaluations and to the best of our traceable information, we also have understood that we do not import or process minerals and metals such as tin, tantalum, tungsten, or gold from conflict-affected and high-risk areas.

ESG Requirements & Supplier Offboarding:

Additionally, we have started including ESG requirements in our purchasing contracts. Suppliers with better ESG performance are often preferred over low ESG performance suppliers. Any suppliers that continuously fail to meet requirements are subsequently offloaded, based on the availability of a substitute and the criticality of the supplier.

Suppliers identified as not meeting minimum ESG requirements are required to implement corrective actions within an agreed timeframe. Suppliers that fail to achieve minimum ESG requirements within the stipulated remediation period may be excluded from future contracting, sourcing opportunities or supplier panels.

ESG screening of new suppliers has been institutionalized and incorporated into the supplier onboarding process. Annual ESG assessments are conducted for critical suppliers through structured questionnaires, approval workflows and corrective action tracking.

In last two years, zero suppliers have been offloaded yet based on our evaluations as our suppliers are progressing on ESG.

In FY2025-26, 77 suppliers were assessed through our ESG framework, representing 17% progress towards our target of assessing 100% of critical raw material and packaging material suppliers through the ESG framework within a three-year cycle. Of the suppliers assessed, 12 suppliers were identified with actual or potential ESG impacts and 100% of these suppliers were provided with structured Corrective and Preventive Action Plans (CAPAs), supported by Lupin experts and third-party specialists.

We recognize that although Lupin is rapidly advancing, some partners are still progressing in their ESG journeys. We exemplify leadership by organizing capacity-building webinars, facilitating ESG self-assessments, and conducting on-site audits that culminate in structured Corrective and Preventive Action Plans (CAPA).

ESG-Based Supplier Selection:

Additionally, we have started including ESG requirements in our purchasing contracts. Suppliers with better ESG performance are often preferred over low ESG performance suppliers. Any suppliers that continuously fail to meet requirements are subsequently offloaded, based on the availability of a substitute and the criticality of the supplier.

ESG screening of new suppliers has been institutionalized and incorporated into the supplier onboarding process. Annual ESG assessments are conducted for critical suppliers through structured questionnaires, approval workflows and corrective action tracking.

Buyer & Procurement Training:

Our buyers and procurement teams have also undergone four extensive training on ESG-linked best practices while deciding on suppliers. In FY 2025-26, procurement capability-building efforts were further enhanced through focused training on supplier ESG risks, climate change and GHG emissions, human rights considerations, sustainability regulations, and inclusive procurement practices. Procurement teams also participated in advanced sourcing and reverse auction programs in collaboration with IIM Mumbai and underwent AI literacy training to strengthen future-ready procurement capabilities.

Lupin has institutionalized a structured approach to integrating sustainability into its procurement practices through its Sustainable Procurement Policy. A key component of this policy is the annual training program designed specifically for the company's buyers and internal stakeholders. The training conducted in FY 2024-25 & FY 2025-26 ensures that all relevant personnel are well-informed about their roles and responsibilities in implementing and managing Lupin supplier ESG programs.

Key Features of the Training Program being conducted in FY 2025-26:

- Annual ESG Training: Conducted for procurement teams and internal stakeholders to reinforce ESG principles and their application in supplier engagement.
- Role-Based Education: Tailored sessions that align with the specific responsibilities of buyers, category leads, and supply chain managers.
- Integration with Supplier Lifecycle: Training is embedded into the supplier onboarding and evaluation processes, ensuring ESG considerations are applied from the start.
- Use of ESG Assessment Tools: Relevant employees are trained to use ESG questionnaires, risk evaluation frameworks, and performance scoring systems to assess suppliers.
- Supplier ESG Risk Management: Training covers supplier ESG risks, human rights due diligence, climate-related risks, GHG emissions management, and inclusive procurement practices.
- Digital ESG Assessment Platform Training: Relevant employees including buyers and ESG teams members (100%) are trained on the ESG Assessment Tool integrated with the Lupin Supplier Portal for supplier assessment, monitoring, CAPA tracking, and performance evaluation.

Impact of Training:

- Empowered employees to make informed, sustainability-driven procurement decisions.
- Enhanced supplier alignment with Lupin's ESG standards.
- Supported continuous improvement in supplier performance and risk mitigation.
- Strengthened supplier ESG risk identification, monitoring, corrective action management, and remediation processes.
- Enhanced supplier capability on climate action, biodiversity, human rights, water stewardship, waste management, quality & compliance, and sustainability reporting requirements.
- More than 400 suppliers were actively engaged on sustainability initiatives, reinforcing Lupin's commitment to building a resilient, transparent, and responsible supply chain ecosystem aligned with long-term ESG objectives

Program Implementation & Supplier Engagement:

Through this framework, we actively track the ESG footprint of key suppliers, to ensure alignment of our purchasing practices with our sustainable procurement policy and third-party supplier code of conduct. In FY 2025-26, we further strengthened our Supplier ESG Program through the deployment of an independent digital ESG Assessment Tool integrated into the Lupin Supplier Portal, enabling enhanced transparency, audit trails, supplier collaboration, ESG performance monitoring, and structured CAPA management.

In FY 2025-26, 77 suppliers were assessed through our ESG framework, representing 17% progress towards our target of assessing 100% of critical raw material and packaging material suppliers through the ESG framework within a three-year cycle. Of the suppliers assessed, 12 suppliers were identified with actual or potential ESG impacts and 100% of these suppliers were provided with structured Corrective and Preventive Action Plans (CAPAs), supported by Lupin experts and third-party specialists.

We recognize that although Lupin is rapidly advancing, some partners are still progressing in their ESG journeys. We exemplify leadership by organizing capacity-building webinars, facilitating ESG self-assessments, and conducting on-site audits that culminate in structured Corrective and Preventive Action Plans (CAPA).

During FY2025-26, more than 400 suppliers participated in seven ESG capacity-building programs covering Climate Change & GHG Emissions, Biodiversity, Human Rights, Water Management, Waste Management, Quality & Compliance, and Sustainability Regulations and BRSR Reporting.

In addition, Lupin expanded supplier collaboration initiatives to accelerate sustainability performance across the value chain. More than 40 suppliers were supported through a GHG Emissions Monitoring Tool, packaging suppliers were engaged on product-level carbon footprint assessments, and one-on-one engagements were conducted to identify low-carbon product alternatives. Lupin also continued engagement with over 100 Contract Manufacturing Organization (CMO) suppliers to support greenhouse gas reduction efforts. Furthermore, seven strategic suppliers were enrolled in the CEBA Supplier Clean Energy Program to accelerate renewable energy adoption and decarbonization.

This is our approach to achieving responsible and sustainable supply chain growth. Our efforts extend beyond merely managing our supply chain; we are committed to ensuring its resilience and sustainability for the future.

Please refer to our Sustainable Procurement Policy and third-party code of conduct for further details:

Link: https://www.lupin.com/uploads/Sustainable_Procurement_Policy_1d1651d7e7.pdf

https://www.lupin.com/uploads/Third_Party_Code_of_Conduct_Policy_e0852b041b.pdf

Supplier Screening (1.7.3)

In last two years- FY 2024-25 and FY 2025-26, we implemented an exhaustive supplier evaluation program which includes Environment, Social, Governance and Business relevance in the screening of existing suppliers and onboarding new vendors.

Our Supplier ESG Program tracks extensive environmental, social, and governance impacts, metrics and practices of our supply chain members, both new and existing and focuses on identifying and managing our key material suppliers that are relevant to our business.

Suppliers are segmented based on spend and criticality, which helps prioritize engagement and risk mitigation efforts. Strategic and critical suppliers receive more intensive scrutiny and engagement. Our assessments are based on sector, country-specific and commodity specific risks in our supply chain. We assess our suppliers based on the risks and potential vulnerabilities in the pharmaceutical industry and the geopolitical volatility of the suppliers' base of operations. Considering both factors alongside the metrics stated below, we formulate an extensive assessment of the supplier's feasibility to partner with Lupin.

In FY2025-26, we further strengthened the program through the deployment of an independent digital ESG Assessment Tool integrated into the Lupin Supplier Portal, enabling structured supplier assessments, ESG performance monitoring, audit trails, corrective action tracking, and enhanced supplier engagement.

Our approach to supplier screening process includes the following aspects and risks:

- **Environmental:** Suppliers are assessed for their environmental impact including GHG Emission, pollution prevention, waste management, water usage, and compliance with environmental legislation.
- **Social:** Screening includes labor rights, occupational health and safety, human rights adherence, community impact and others.
- **Governance:** Lupin evaluates suppliers on ethical business practices, anti-bribery and corruption policies, data privacy, and regulatory compliance.
- **Business Relevance:** Suppliers are segmented based on spend and criticality, dependency, substitutability which helps prioritize engagement and risk mitigation efforts. Strategic and critical suppliers receive more intensive scrutiny and engagement.

The screening methodology incorporated country-specific risk, sector-specific risk and commodity-specific risk assessments to identify suppliers requiring enhanced monitoring and due diligence. Screening results are used to determine Lupin's portfolio of significant suppliers and prioritize subsequent supplier assessment, engagement and risk mitigation activities. Commodity-specific screening considers ESG risks associated with key purchased categories including active pharmaceutical ingredients, excipients, chemicals, packaging materials and other critical raw materials.

In FY2025-26, ESG screening was fully integrated into supplier onboarding and annual ESG assessments of critical suppliers. During the year, 77 suppliers were assessed through our ESG framework. Furthermore, 100% of our suppliers are committed to compliance with Lupin's Third-Party Code of Conduct and Sustainable Procurement Policy, reinforcing alignment with our expectations on ethics, environmental stewardship, human rights, product quality, and regulatory compliance.

Our suppliers undergo ESG training, self-assessments, and on-site audits, with CAPAs jointly implemented where required. In FY2025-26, 100% of suppliers identified with actual or potential ESG risks received CAPAs and improvement plans. Additionally, more than 400 suppliers participated in ESG capacity-building programs, and Lupin supported supplier decarbonization through GHG monitoring, carbon footprint assessment initiatives, and participation of selected strategic suppliers in the CEBA Supplier Clean Energy Program.

We also educate existing and new suppliers on ESG compliance through webinars, fostering alignment with Lupin's Code of Conduct, Sustainability Procurement Policy, Business Material Issues and Impacts.

Supplier Assessment and Development (1.7.4)

Supplier Assessment

Lupin has established a robust supplier assessment process that integrates ESG considerations into supplier onboarding, qualification, performance evaluation, and ongoing monitoring. Suppliers are assessed through a risk-based framework using ESG questionnaires, due diligence reviews, supplier self-assessments, supplier quality audits, third-party assessments, and on-site verification. Suppliers are segmented based on criticality and ESG risk exposure, enabling focused oversight of material and high-risk suppliers. Our ESG assessment methodology is aligned with internationally

recognized frameworks including CDP, GRI, SASB, TCFD, UN PRI, and the UN Sustainable Development Goals (SDGs).

Supplier desk assessments with systematic verification of evidence

Lupin conducts supplier desk assessments through structured ESG questionnaires, self-assessment submissions, compliance reviews, supporting documentation, publicly available disclosures, and third-party datasets. Submitted evidence is systematically reviewed and validated through our ESG Assessment Digital Tool, which incorporates audit trails and evidence-verification mechanisms to ensure transparency, consistency, and traceability of supplier ESG performance assessments.

Supplier assessments, including desk-based & on-site, are conducted using standards and methodologies aligned with recognized industry frameworks, particularly the Pharmaceutical Supply Chain Initiative (PSCI) audit checklist. These desk-based assessments utilize a proprietary ESG scoring methodology that closely mirrors PSCI's topical areas, including ethics, labor, health and safety, environment, and management systems.

Supplier on-site assessments carried out by Lupin employees or contracted consultants (2nd party assessments):

Lupin undertakes nomination-based and risk-based supplier on-site assessments and supplier quality audits conducted by internal subject matter experts and designated assessors. These assessments begin with preliminary data collection from suppliers, followed by physical visits to supplier facilities. During these visits, both quantitative and qualitative ESG information is reviewed and verified through supporting documentation, records, management interactions and site observations. Assessments include evaluation of environmental, health and safety practices, labour and human rights practices, quality management systems, governance mechanisms and operational controls. Suppliers are selected based on supplier criticality, ESG exposure, quality risk profile and business relevance.

In FY2025-26, 316 suppliers were covered under supplier quality audits and assessments, while 626 suppliers were audited over the last two financial years. Findings from these assessments are integrated into supplier performance monitoring, risk management and continuous improvement processes.

Supplier assessments carried out by an independent accredited auditing body (3rd party assessments):

To enhance objectivity, transparency, and independent validation of supplier sustainability performance, Lupin undertakes third-party supplier ESG assessments at a biennial frequency. The most recent assessment was conducted by Dun & Bradstreet an independent accredited auditing body in FY 2025-26, wherein supplier performance was evaluated across environmental, social, and governance parameters through a structured assessment methodology that included ESG risk identification, evidence verification, management disclosures, and sustainability performance evaluation. Assessment findings are used to support supplier risk management, performance monitoring, and continuous improvement initiatives across the supply chain.

Supplier assessments carried out using recognized industry standards and methodologies:

Supplier assessments are conducted using a methodology aligned with internationally recognized sustainability standards such as Pharmaceutical Supply Chain Initiative (PSCI) audit checklist, Dun & Bradstreet ESG assessment protocols, supplier quality audit frameworks, ISO-aligned assessments, Eco Vadis, CDP Supply Chain Assessment and other industry-recognized due diligence tools. We also looked at the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), the Task Force on Climate-related Financial Disclosures (TCFD), TNFD and the United Nations Principles for Responsible Investment (UN PRI), and the United Nations Sustainable Development Goals (SDGs) to draw best practices into our supplier assessment methodology. These standards and frameworks provide a structured and globally recognized basis for evaluating supplier ESG performance at Lupin, sustainability risks, governance practices, and overall ESG maturity, while ensuring consistency, transparency, comparability, and alignment with international responsible business expectations and sustainability best practices.

Supplier corrective action / improvement plans:

Assessment findings are used to identify ESG risks, non-conformances, and improvement opportunities. Suppliers identified with actual or potential ESG-related risks are assigned Corrective and Preventive Action Plans (CAPAs) with defined timelines, progress tracking, follow-up reviews, and continuous monitoring. In FY2025-26, 100% of suppliers identified with ESG-related risks received CAPAs, and implementation support was provided through Lupin experts and third-party specialists.

Digital systems supporting supplier assessments:

Lupin has integrated ESG considerations within its Supplier Portal, which serves as a centralized platform for supplier onboarding, ESG self-assessments, documentation management, due diligence reviews, assessment tracking, corrective action management and performance monitoring. The portal enables systematic collection and verification of supplier ESG data and supports transparent engagement across the supplier lifecycle.

To further strengthen transparency, traceability and objectivity, Lupin has developed an ESG Assessment Digital Tool with robust audit trails and evidence-verification mechanisms. In addition, selected supply chain-related ESG indicators disclosed in our Integrated Report are independently assured by DNV, enhancing the credibility and reliability of reported performance data.

Supplier Development

Recognizing that suppliers are at different stages of their sustainability journey, Lupin adopts a collaborative supplier development approach focused on capability building, knowledge sharing, continuous engagement, and ESG performance improvement. Supplier development initiatives are supported through the Lupin Supplier Portal and targeted supplier engagement programs

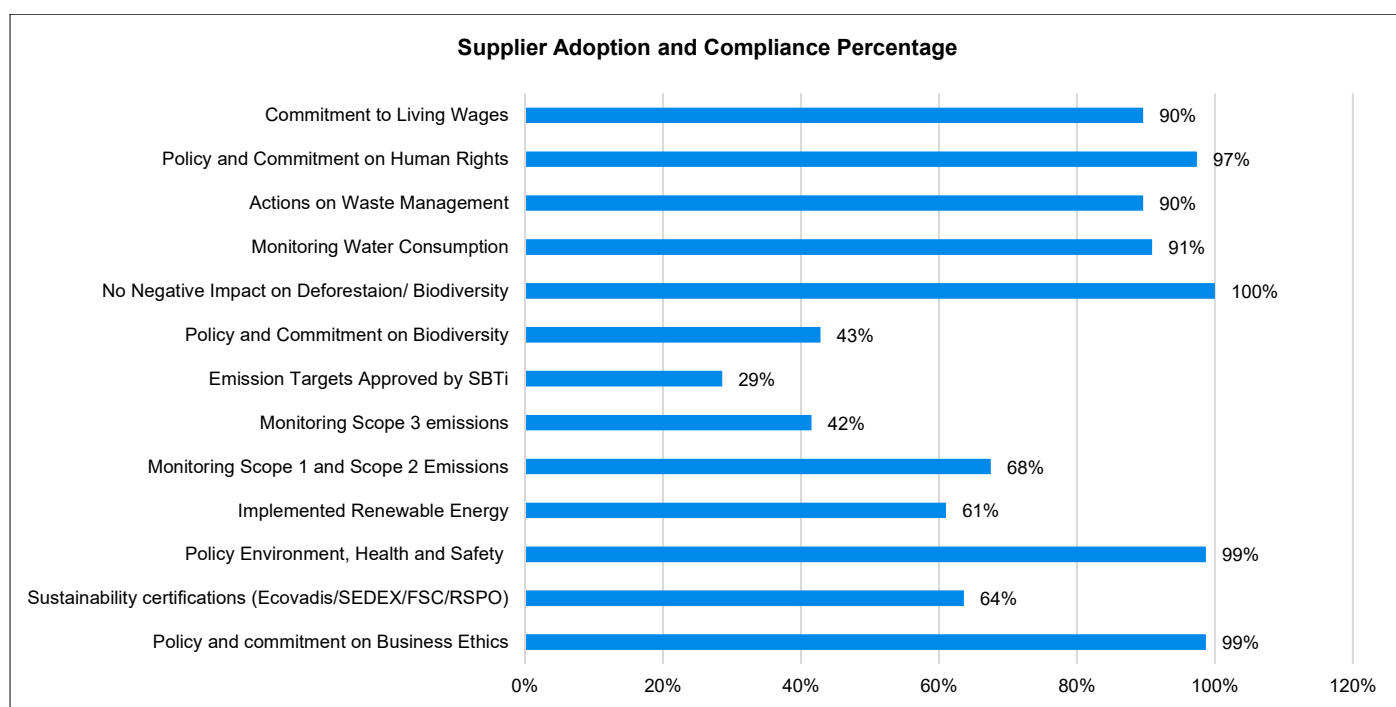
Supplier information/training on Lupin's ESG program, process, and requirements

Suppliers receive ESG training materials, awareness programs and capability-building support from Lupin's internal experts and external specialists. In FY 2025-26, more than 400 suppliers participated in seven ESG capacity-building programs covering Biodiversity, Human Rights, Quality & Compliance, Climate Change, Water Stewardship and Waste Management. Suppliers also

receive mandatory training materials and capability-building support to strengthen alignment with Lupin's ESG expectations and responsible sourcing requirements.

Supplier access to ESG benchmarks against peers

Assessment outcomes are communicated to suppliers through the Supplier Portal, providing performance insights, assessment results, best-practice guidance, comparative improvement opportunities and benchmarking information that support continuous enhancement of ESG performance. Suppliers receive benchmark reports comparing their ESG scores against peer suppliers in similar categories or risk groups. This enables suppliers to better understand Lupin's sustainability expectations, identify performance gaps and improve ESG maturity over time.



Supplier support (remote/on-site) on implementation of corrective/improvement actions:

Lupin provides both remote and on-site support to suppliers for implementation of ESG corrective actions and improvement plans. Support includes technical guidance, review of action plans, progress monitoring, expert consultation, and follow-up assessments to facilitate closure of identified ESG gaps. Suppliers can reach out to Lupin experts through a dedicated email id: lupin_esg@lupin.com

In-depth technical support programs to build ESG capacity and performance in suppliers:

Lupin conducted specialized supplier development initiatives focused on climate action and supply chain decarbonization and other ESG topics. Key FY 2025-26 initiatives on in depth technical support provided include:

- ESG capacity-building programs for suppliers.
- Supplier GHG emissions monitoring support.
- Supplier Clean Energy Program participation through the Clean Energy Buyers Association (CEBA) for selected suppliers.
- Product-level carbon footprint collaboration with packaging suppliers.

- One-on-one supplier engagement to identify lower-carbon alternatives.
- Ongoing engagement with 100+ CMO suppliers on emissions reduction opportunities and GHG monitoring tool.
- Shortlisted seven high-impact suppliers were provided specialized training programs such as the Supplier Clean Energy Program by the Clean Energy Buyers Association (CEBA).

Supplier engagement and continuous improvement:

The Supplier Portal further supports supplier development by facilitating communication of ESG requirements, dissemination of training materials, sharing of assessment results, tracking of corrective actions and continuous monitoring of supplier progress. This enables suppliers to better understand Lupin's sustainability expectations and identify opportunities to strengthen their ESG performance.

The supplier development process also includes continuous engagement, performance feedback, sharing of best practices and sustainability-related insights to help suppliers enhance ESG maturity and align with Lupin's responsible sourcing expectations.

The table below provides an overview of the outcomes of our supplier development initiatives and collaborative programs during FY2025-26.

Initiative	FY 2025-26 Outcome
Supplier Training on ESG	400+ suppliers participated in 7 ESG capacity-building programs covering Biodiversity, Human Rights, Quality & Compliance, Climate Change, Water Stewardship, and Waste Management. Suppliers also received mandatory ESG training materials and capability-building support from internal and external experts.
Supplier Commitment to Lupin Code of Conduct	100% of suppliers committed to compliance with Lupin's Supplier Code of Conduct and Sustainable Procurement Policy.
Supplier ESG Assessments	ESG Assessment Digital Tool implemented to strengthen transparency, traceability, and evidence verification. 77 suppliers were covered under ESG assessments during FY 2025-26.
Supplier Corrective and Preventive Action Plans (CAPAs)	100% of suppliers identified with actual or potential ESG-related risks were assigned CAPAs. All identified suppliers received implementation support from Lupin's in-house experts and third-party specialists.
Supplier Decarbonization and Collaborative Programs	40+ suppliers supported through Lupin's GHG Emissions Monitoring Tool. Collaboration initiated with packaging material suppliers to develop product-level carbon footprints. One-on-one engagement conducted with select suppliers to identify lower-carbon alternatives. Ongoing engagement with 100+ CMO suppliers to support GHG emissions reduction.
Supplier Clean Energy Capacity Building	Seven high-impact suppliers participated in specialized training initiatives, including the Supplier Clean Energy Program delivered through the Clean Energy Buyers Association (CEBA).

KPIs for Supplier Assessment and Development (1.7.5)

Yes, we do monitor and report on the coverage and progress of its supplier screening, assessment and development programs & scope of reporting includes both tier 1 and non-tier 1 suppliers.

Tier 1 suppliers are direct suppliers with whom the company has a contractual relationship, while Tier 2 suppliers are upstream suppliers providing goods or services to Tier 1 suppliers. Assessing both tiers helps identify ESG risks, improve supply chain transparency, and drive responsible sourcing and supplier performance improvements across the value chain.

Sr. No	Supplier Screening	FY 2025-26
1.1	Total numbers of unique suppliers	12,731
1.2	Number of unique significant suppliers	450
1.3	Number of unique significant suppliers supported with development measures (as a subset of 1.2)	450
	% of suppliers supported in development measures	100%
1.4	Number of unique significant suppliers assessed via desk assessments/on-site assessments (as a subset of 1.2)	77
	% of unique significant suppliers assessed	17%
1.5	Number of unique significant suppliers assessed with substantial actual/potential negative impacts (as a subset of 1.4)	12
1.6	Number of unique significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan (as a subset of 1.5)	12
	% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	100%
1.7	Number of unique significant suppliers with substantial actual/potential negative impacts that were terminated (as a subset of 1.5)	0

The above numbers in the table have been third party verified by DNV Business Assurance India Pvt Limited and is available on page no 214-219 of Integrated report FY 2025-26

Share of Total Procurement Budget Spent (%)

Category	FY 2025-26	FY 2024-25
Critical Tier 1 Suppliers	74	75
Total Tier 1 Suppliers	92	94
Critical non-Tier 1 Suppliers	6	5
MSMEs/Small Producers	21	14

The above numbers in the table have been third party verified by DNV Business Assurance India Pvt Limited and is available on page no 214-219 of Integrated report FY 2025-26

Tax Strategy

Tax Strategy and Governance (1.8.1)

Lupin prioritizes strong tax governance through established procedures and risk mitigation, emphasizing transparency and integrity. Our expert tax team collaborates across departments to integrate tax implications into business decisions, ensuring legal compliance with support from external advisors when necessary.

Our Global Tax Policy, approved by the Board of Directors, guides a consistent approach to tax management across the Group and reinforces our commitment to complying with both the letter and spirit of applicable tax laws and regulations in all jurisdictions where we operate.

We seek to align our tax outcomes with the commercial substance of our business activities and do not use artificial structures or arrangements lacking genuine business purpose to obtain tax advantages. Lupin applies the arm's-length principle to related-party transactions and maintains transfer pricing practices that are consistent with applicable regulations and international standards.

We do not use secrecy jurisdictions or tax havens for tax avoidance purposes and are committed to responsible tax practices that support long-term value creation and stakeholder trust. Tax risks are identified, assessed, and managed through established governance processes, with significant tax matters reviewed by appropriate management forums to ensure effective oversight, compliance, and risk mitigation.

Link to our Global Tax Policy:

<https://www.lupin.com/uploads/Global Tax Policy 1302100a42.pdf>

Effective Tax Rate (1.8.3)

A good effective tax rate balances minimizing your tax liability legally while supporting essential government services. It's achieved through smart financial planning, utilizing available deductions and credits, and considering long-term investment strategies. Presented below is Lupin's ETR for the past 3 fiscal years.

Financial Reporting	FY 2023-24	FY 2024-25	FY 2025-26
Earnings before Tax (in INR)	24,222,700,000	40,150,000,000	68,725,500,000
Reported Taxes (in INR)	4,872,100,000	7,232,700,000	15,155,400,000
Cumulative acceptable adjustments*	0	0	0
Effective Tax Rate (in %)	20.11%	18.01%	22.05%
Cash Taxes Paid (in INR)	3,260,500,000	9,060,400,000	12,673,500,000
Cash Tax Rate (in %)	13.46	22.57%	18.44%

Link: <https://www.lupin.com/uploads/Lupin Tax Transparency Report FY 26.pdf>

*Cumulative acceptable adjustments should be 0 because the company's average tax rate and cash tax rate are not lower than the applicable industry group averages, as evidenced by the tax transparency disclosures and Integrated report.

Lupin publicly discloses its effective tax rate, cash tax rate, and related tax reconciliations through its Tax Transparency Report, reflecting its commitment to transparency and responsible tax practices.

In FY 2025-26, Lupin's consolidated ETR increased from 18.01% in FY2024-25 to 22.05% by 4.04%. The increase was primarily attributable to:

(a) Non-recognition of deferred tax assets on tax losses and tax credits in certain jurisdictions, including India, the U.S., the Netherlands, resulting in a higher tax charge for the year.

(b) While the benefit from profit-linked tax incentives and area-based exemptions in India continued during FY2025-26, including benefits relating to manufacturing units located in SEZs and eligible northeastern regions, such benefit declined as a percentage of overall profitability, thereby contributing to a higher ETR.

Differences between statutory and effective tax rates primarily reflect the geographical mix of earnings, tax incentives, deferred tax adjustments, and other jurisdiction-specific tax items, which are transparently disclosed in our annual tax reconciliation.

Refer to page 18 to 19 of Lupin Limited's Tax Transparency report for FY 2025-26 for detailed reconciliation of Statutory tax Rate with Effective Tax Rate. The key factors contributing to the variance between India's statutory tax rate of 34.94% and the Group's consolidated effective tax rate (ETR) of 22.05% for FY 2025-26 and 18.01% for FY2024-25 are detailed there.

The Cash Tax Rate remained lower than the Statutory Tax Rate due to profit-linked incentives and area-based exemptions in India. The increase in cash taxes paid during FY 2025-26 was primarily driven by higher profitability as compared to FY 2024-25.

Information Security

Information Security Governance (1.9.1)

Lupin maintains a robust governance framework to oversee information security issues, risks and resilience, aligned with global best practices and regulatory expectations.

Board-Level Oversight:

At Lupin, Information security issues are overseen by the Board Risk Management Committee, which is responsible for reviewing information security risk and issues, cyber risk exposure, mitigation strategies, and compliance with data protection regulations. The Committee also reviews evolving cybersecurity and data privacy risks as part of its broader enterprise risk oversight responsibilities, ensuring cyber resilience is integrated into business continuity and risk management processes.

Board Expertise:

At the Board level at Lupin, the committee includes board member with a background in information security, ensuring informed decision-making and strategic alignment with evolving cyber threats. Mr. Ramesh Swaminathan, Executive Director, Global CFO, Head of IT and API Plus SBU is the board member of the risk management committee and possesses strong information security expertise. In his senior leadership capacity, he has direct oversight of Lupin's IT, information-security, cybersecurity and digital-resilience agenda, including governance of information-security risks and

enterprise cybersecurity programs. He has handled multiple roles overseeing and implementing Information security, cyber security and digital projects in his extensive 30+ years of industry experience. In addition, the Board benefits from the technology, digital and information security experience of members including Ms. Vinita Gupta, Mr. Nilesh D. Gupta, Mr. K. B. S. Anand and Mr. Mark D. McDade, which further strengthens the Board's oversight of technology-related, information security and cybersecurity matters.

Executive-Level Responsibility:

Lupin's information-security program is led by Ashish Faujdar, Chief Information Security Officer. The CISO is responsible for establishing and maintaining the information-security strategy and program, overseeing cyber-risk management and resilience, and coordinating information-security governance across the enterprise. The CISO reports to the Global CIO and escalates material information-security matters through the executive governance structure to the Board Risk Management Committee.

The Global CIO, Rakesh Bhardwaj, provides executive sponsorship and oversight for the broader technology and digital agenda and supports escalation of material cybersecurity matters to executive leadership and the Board Risk Management Committee.

The executives are responsible for implementing information security policies, strengthening cyber resilience, overseeing security operations, and ensuring compliance with applicable information security and data protection requirements across the organization.

This governance structure ensures that Lupin's approach to information security is strategic, accountable, and resilient, supporting both operational continuity and stakeholder trust.

Our information security and cybersecurity governance structure stems from the Board of Directors, who provide constant oversight via the Risk Management Committee of the Board, whose KRAs dictate the oversight and review of information security and cybersecurity instances and infrastructure. Lupin maintains strong governance over information security through dedicated board-level structures. Oversight responsibilities are managed by Risk Management Committee of the Board, which holds clear and defined responsibility for information security as part of its broader risk oversight mandate. This chain of responsibility continues with Global Chief Information Officer who looks after the updating and implementation of SOPs, and policies and oversees the distribution of responsibilities amongst key managerial personnel to ensure compliance with information security.

Information security governance at Lupin is supported by an ISO/IEC 27001:2022-aligned Information Security Management System (ISMS). Through our KAVACH framework and global Project SHIELD program, we strengthen cybersecurity controls, risk monitoring, employee awareness, and incident preparedness across our operations. Regular risk assessments, vulnerability reviews, employee awareness programmes, and independent audits help evaluate the effectiveness of security controls and enhance preparedness against evolving cyber and data privacy risks.

To support the responsible adoption of emerging technologies, Lupin has established a cross-functional Responsible AI (RAI) Committee comprising senior leaders, including the CIO, CFO, CHRO, Chief Legal Officer, CISO and data leaders. The framework provides oversight of AI-related risks, cybersecurity, data protection, regulatory compliance, and high-risk AI applications across the enterprise

The AI governance framework is further supported by risk-based classification, defined approval mechanisms, lifecycle monitoring, incident management protocols, and controls for autonomous and agentic AI systems.

Please refer to pages 126, 249 and 126 of Lupin's Integrated Report FY 2025–26 for further information on information security governance, cybersecurity, digital trust, AI governance, data privacy, and risk management.

https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

Information Security Policy (1.9.2)

Lupin's Information Security Management Systems (ISMS) policy aims to provide comprehensive security management for our internal and external stakeholders. Its effectiveness stems from a risk-based approach, encompassing people, processes, and technology, formulated under ISO 27001:2022 standards. The policy establishes clear roles and responsibilities, outlines incident response procedures, and commits to continuous improvement, suggesting a strong framework for protecting Lupin's information assets. The policy outlines the company's commitment to safeguarding information assets and maintaining robust cybersecurity practices across its global operations.

Continuously Improving Information Security Systems:

Lupin has implemented a robust Information Security Management System (ISMS) aligned with ISO/IEC 27001:2022 standards. The ISMS framework includes policies, procedures, and technology solutions that are regularly reviewed and updated. The company conducts annual reviews, vulnerability assessments, and technical compliance checks (e.g., VAPT) to ensure continuous improvement.

Ensuring Integrity and Protection of Data:

Lupin prioritizes the confidentiality, integrity, and availability of its information assets. Data is classified based on business value and risk exposure. The company enforces strict compliance with data protection laws and ensures that electronic records remain trustworthy and reliable throughout their lifecycle.

Monitoring and Responding to Information Security Threats:

Lupin employs an integrated security operations approach that includes:

- Data classification
- Access controls
- Continuous monitoring and alerts using analytics
- Disaster recovery (DR) and business continuity planning (BCP) testing

These measures help proactively identify and respond to threats across networked, multi-cloud, and edge computing environments

Establishing Individual Responsibilities for Information Security for the Entire Workforce:

Clear assignment of individual responsibilities for information security across all levels of the organization is available. Every Lupin employee is regarded as the first line of defense against cyber

threats. The company conducts regular awareness training, mock tests, and role-based education to ensure that all staff understand their responsibilities in maintaining cybersecurity. The ISMS framework also defines organizational roles and authorities for information security.

Establishing Information Security Requirements for Third Parties (e.g., Suppliers):

Lupin's ISMS includes provisions for external parties, ensuring that third-party vendors and suppliers adhere to the company's information security standards. The framework outlines requirements for documents of external origin and includes risk assessments for third-party interactions.

Link:<https://www.lupin.com/wp-content/uploads/2025/04/information-security-management-systems-policy.pdf>

Information Security Management Programs (1.9.3)

Lupin's information security management systems keep up with the latest in security, privacy and transparency, enabling smooth operations in a digitally enabled society. Lupin's Information Security Management System (ISMS), implemented through the KAVACH framework and supported by Project SHIELD, is designed to protect confidentiality, integrity, and availability of information assets through a comprehensive framework of policies, procedures, controls, awareness programs, governance mechanisms, and continual improvement processes aligned with ISO 27001:2022

Information security-related business continuity plans:

Lupin has established a comprehensive Business Continuity Management System (BCMS) aligned with ISO 22301, designed to ensure the availability, resilience, and recovery of critical information systems and business operations during disruptive events. The framework incorporates information security-related scenarios including cyberattacks, ransomware incidents, data breaches, network outages, system failures, and other technology disruptions. Through periodic Business Impact Assessments (BIA), critical systems, applications, infrastructure, and business processes are identified and prioritized based on their operational importance. The Company maintains documented business continuity, disaster recovery, incident response, backup, and restoration procedures to limit potential impacts and support timely recovery of critical operations. Regular tabletop exercises, disaster recovery drills, and recovery testing are conducted to validate preparedness, assess response effectiveness, and continuously strengthen organizational resilience. The BCMS currently covers all corporate offices, manufacturing facilities, research parks, and key digital infrastructure, enabling Lupin to maintain operational continuity, protect stakeholder data, and recover efficiently from information security incidents and other business disruptions.

Information security vulnerability analysis:

In FY 2025-26 we strengthened our Vulnerability Assessments (bi-annually) and Penetration Testing (annually) to detect and mitigate threats. While vulnerability scans cover internal infrastructure like servers and firewalls, penetration tests conducted by third party simulate real-world attacks on our public-facing systems, ensuring end-to-end protection.

	Vulnerability Assessments	Penetration Testing
Frequency	Bi-annually	Annually
Scope	Covers all servers, network devices, and firewalls within the organization.	Focuses on all public IP addresses owned by Lupin
Purpose	Identifies and documents potential vulnerabilities such as outdated software, misconfigurations, or weak passwords that could be exploited by attackers.	Simulates real-world attacks to identify and exploit vulnerabilities, helping to understand the potential impact of an actual cyber-attack and validate the effectiveness of security measures.
Methodology	Performed using an agent-based tool that scans devices to detect vulnerabilities and provides detailed reports on the findings.	Performed externally by a third party with testers simulating attacks from outside the organization's network.

In addition to periodic assessments, Lupin employs continuous monitoring and risk-based security controls to proactively identify and address emerging cyber threats across its digital infrastructure.

Escalation process for employees to report incidents, vulnerabilities or suspicious activities:.

Lupin has established a formal Information Security Incident Management and Escalation Process that enables employees, contractors, and other authorized users to promptly report information security incidents, vulnerabilities, phishing attempts, suspicious activities, potential data breaches, or violations of information security policies. Reports can be raised through designated channels managed by the Information Security and IT teams, including the service desk, incident reporting mechanisms, and internal communication platforms.

Employees, contractors, and authorized users can report information security incidents, vulnerabilities, phishing attempts, suspected breaches, and suspicious activities through designated channels, including kavach@lupin.com , shield@lupin.com , and the IT Helpdesk myithelpdesk@lupin.com .

All reported incidents are assessed based on severity and potential business impact and are escalated to the appropriate internal stakeholders, including Information Security, IT, Legal, Compliance, Risk Management, and business leadership teams, where relevant. Defined response procedures ensure timely investigation, containment, remediation, root-cause analysis, and corrective actions. The process is supported by employee awareness training, periodic simulations, and governance oversight to promote a proactive security culture and ensure rapid response to emerging cyber threats.

Lupin's incident reporting and escalation mechanism is strengthened in FY 2025-26 as a part of its Information Security Management System (ISMS). Employees are required to promptly report information security incidents, vulnerabilities, suspected breaches, and other suspicious activities in accordance with established ISMS policies and procedures. Reported incidents are assessed, escalated, and managed through defined governance structures with oversight from the Information Security function, Steering Committee, and executive management, ensuring timely response, corrective actions, regulatory compliance, and continuous improvement of security controls.

Link:https://www.lupin.com/uploads/Information_Security_Management_Systems_Policy_47c6d4b5d9.pdf

Disclosure of total number of breaches occurred last FY:

We are pleased to inform that there were **0 breaches** in our IT infrastructure during the fiscal year.

Information security awareness training:

Lupin conducts IT security awareness training for employees at all levels, including the Board of Directors, to ensure all Lupin employees have up-to-date knowledge of procedures. Under our KAVACH initiative, we continue to strengthen information security and data protection through policies, user training, regular audits, and employee advisories. Every employee is responsible for safeguarding information assets and participates in periodic awareness and training programs designed to strengthen information security practices and compliance with organizational policies.

In FY2025-26, 100% of employees were mandated to complete and have completed the KAVACH training modules on Information Security and Data Protection.

The program is further reinforced through periodic cybersecurity awareness initiatives and simulated phishing exercises designed to strengthen employee vigilance and cyber resilience

Key highlights in FY 2025-26

- 100% employees completed the KAVACH/SHIELD information security training program.
- 74% employees participated in a cybersecurity awareness program delivered through the Learning Management System (LMS).
- 100% employees were covered by quarterly phishing simulations in FY2025-26 to further strengthen cyber vigilance.
- 90% of users successfully passed the quarterly phishing simulations.

Internal audits of the IT infrastructure and/or information security management systems:

The company conducts internal audits of information security controls and management systems to ensure ongoing compliance and effectiveness, covering 100% of the operations.

In FY 2025-26, periodic internal audits of the Information Security Management System (ISMS) and critical IT infrastructure were undertaken to evaluate the effectiveness of information security controls, identify potential weaknesses, and ensure compliance with internal policies, regulatory requirements, and ISO/IEC 27001:2022 standards.

The audits cover key domains including access management, network security, endpoint protection, data security, incident management, vulnerability management, backup and recovery processes, and business continuity controls. Findings from internal audits are documented, risk-rated, and assigned to responsible teams for remediation within defined timelines. Progress on corrective and preventive actions is tracked through established governance mechanisms, while audit outcomes are used to strengthen cybersecurity controls, improve resilience, and support the continual improvement of Lupin's information security program. We also conducted regular technical compliance reviews, vulnerability assessments, and security control evaluations to proactively identify and address emerging risks across the digital environment.

Internal audits and management reviews are conducted as part of Lupin's ISO 27001:2022-aligned Information Security Management System to evaluate the effectiveness of controls, monitor compliance, and drive continual improvement. Oversight is provided through the organization's established ISMS governance framework.

100% of our operational units, manufacturing sites and offices are certified by ISO 27001:2022 standard audits.

Independent external audit of the IT infrastructure and/or information security management systems:

Lupin's Information Security Management System (ISMS) is certified to ISO/IEC 27001:2022 by independent external audit conducted by qualified third-party assessors (Intertek) covering the entire IT infrastructure and management systems. These assessments review information security governance, risk management processes, access controls, incident management, business continuity preparedness, and compliance with applicable standards and regulatory requirements.

The company also conducts independent external audit on IT incident risk assessments in alignment with ISO 27001 and ISO 31000 risk management standards. By looking at indicators such as information/asset value, threat, vulnerability and risk, the company is able to create a matrix to identify and mitigate risks effectively.

Lupin's ISMS is aligned with ISO 27001:2022 and is subject to independent certification audits and external assessments to validate the effectiveness of information security controls and adherence to applicable standards and regulatory requirements.

In addition, in FY 2025-26 Lupin engaged qualified third-party specialists to conduct vulnerability assessments, penetration testing, and simulated cyberattack exercises across its IT infrastructure, networks, applications, and critical systems. Findings from these independent assessments are reviewed by the Information Security, IT, and business leadership teams, with corrective actions tracked through defined remediation plans to strengthen cyber resilience and safeguard the confidentiality, integrity, and availability of information assets. This approach supports continuous improvement of Lupin's information security posture and preparedness against evolving cyber threats.

Responsible Artificial Intelligence

Responsible Artificial Intelligence Policy (1.10.1)

Lupin is committed to the responsible, secure, and ethical use of Artificial Intelligence (AI) across its operations. Our Responsible AI Governance Policy establishes an enterprise-wide framework that enables innovation while safeguarding data privacy, information security, regulatory compliance, quality, transparency, and human accountability. The policy applies to all employees, contractors, consultants, and approved third parties who use, develop, procure, or manage AI systems on behalf of Lupin. The policy is approved by the Board of Directors.

Link: https://www.lupin.com/uploads/global_artificial_intelligence_governance_policy_950a472c59.pdf

Privacy and Data Protection Requirements:

Lupin's policy requires personal, employee, patient, and other sensitive data to be processed only in compliance with applicable privacy laws and internal privacy requirements. The policy mandates data minimization, purpose limitation, appropriate security controls, and additional review requirements for sensitive and cross-border data processing activities. Public or unapproved AI tools are prohibited from being used for confidential information.

Cybersecurity Governance for AI Technologies:

The policy requires AI systems to comply with enterprise cybersecurity requirements and secure-by-design principles throughout their lifecycle. Controls include role-based access management, encryption, monitoring, logging, API security, vulnerability management, incident response processes, and ongoing security assessments to protect AI systems and supporting infrastructure.

Fairness, Non-Discrimination, and Bias Mitigation:

Lupin's Responsible AI principles require teams to identify and mitigate bias risks before deployment. The policy calls for appropriate bias assessments, monitoring, dataset reviews, calibration checks, and governance controls, particularly for people-related, medical, safety-related, and prioritization use cases. Lupin is committed to fairness, non-discrimination, and inclusiveness in AI-enabled decision-making and regularly reviews high-risk AI use cases for unintended bias or adverse stakeholder impacts.

Human Oversight and Decision Accountability:

The policy establishes that humans remain accountable for decisions supported by AI. AI may assist decision-making but does not replace human accountability. For high-risk use cases, meaningful human oversight is mandatory, including the ability to review, challenge, override, suspend, or stop AI-driven actions when necessary. Additional controls are defined for autonomous and agentic AI systems.

Transparency, Explainability, and Disclosure:

The policy requires users and reviewers to understand when AI is being used, the role it plays, its limitations, and the assumptions underlying outputs. Depending on the risk profile, AI systems may require documentation, rationale capture, traceability, model documentation, and disclosure of AI-generated content where appropriate.

Ownership and Accountability Framework- AI Models and Tools:

Lupin has established clear governance and accountability structures for AI. Every deployed AI application must have a designated System Owner or Model Owner accountable for performance, controls, monitoring, maintenance, and retirement. Business sponsors remain accountable for business outcomes and operational use of AI solutions.

Risk-Based Use, Control, and Operational Boundaries:

The policy incorporates a risk-based AI classification framework covering Minimal Risk, Limited Risk, High Risk, and Prohibited Use cases. It explicitly prohibits AI applications that conflict with legal, ethical, regulatory, or company requirements and establishes approval, monitoring, and control requirements based on risk level. Detailed guardrails, autonomy levels, escalation requirements, and operational boundaries are defined for AI systems and agents.

Ecological Considerations for Responsible AI:

Lupin is committed to deploying AI responsibly by minimizing the energy, water, and carbon footprint associated with AI technologies and supporting the use of efficient and sustainable digital solutions wherever applicable.

Prohibited and Unacceptable AI Practices:

Lupin's policy prohibits AI applications whose risks are considered unacceptable or that conflict with applicable laws, ethics, regulatory requirements, or the Company's risk appetite. Lupin prohibits the development, deployment, or use of AI systems that engage in manipulative behavior, exploit vulnerabilities of individuals or groups, perform social scoring, enable unauthorized biometric surveillance, or otherwise contravene applicable laws, ethical principles, or internationally recognized responsible AI frameworks. The policy also incorporates governance controls aligned with emerging global AI regulations and requires review of all high-risk AI use cases prior to deployment.

Governance Structure and Executive Oversight:

Lupin has established a cross-functional Responsible AI (RAI) Committee comprising the CIO, CFO, CHRO, Chief Legal Officer, CISO, and data leaders. The Committee is responsible for AI governance, policy oversight, risk management, compliance, approval of high-risk AI use cases, incident oversight, and capability building across the organization. The Office of the CIO serves as the policy owner and coordinates AI governance activities in partnership with Information Security, Data Privacy, Legal & Compliance, Quality & Regulatory Affairs, and business functions.

Responsible Artificial Intelligence Program (1.10.2)

We have established a Responsible Artificial Intelligence (AI) Program to drive the adoption of Artificial Intelligence, Advanced Analytics, Intelligent Automation, Industrial IoT (IIoT) and Generative AI technologies across our operations. The program focuses on capability building, responsible deployment, operational excellence, productivity enhancement and measurable business outcomes.

As part of our digital transformation agenda, we have established a Generative AI Centre of Excellence (GenAI CoE) together with an Enterprise AI Operating System, AI Governance Structure, AI Command Center and AI Risk Management Framework to accelerate the adoption of AI technologies across business functions. AI-enabled solutions are deployed across manufacturing, quality, supply chain, commercial and enterprise functions to improve decision-making, operational efficiency, knowledge management and business performance. The program incorporates governance oversight, AI Governance Team reviews, privacy and cybersecurity assessments, approved AI tool controls, transparency requirements, human oversight mechanisms, employee capability building and performance measurement. AI, analytics, automation and IIoT initiatives have delivered measurable improvements in productivity, quality, operational efficiency, resource optimization and business value creation. The program is further supported by our ISO 27001:2022-aligned Information Security Management System (ISMS), internally branded as KAVACH in India and SHIELD globally, which provides information security and AI governance, risk management, employee awareness, vulnerability assessment and continuous improvement mechanisms.

Responsible AI Program Element	Programs being implemented in Lupin
Limiting access to sensitive AI capabilities (e.g., facial recognition, surveillance)	Yes. Lupin's Responsible AI Governance Policy prohibits the deployment of AI systems that enable unauthorized biometric identification, surveillance, social scoring, manipulative behavior, or other unacceptable-risk AI applications. Access to high-risk AI use cases is governed through a risk-based approval framework with defined ownership, accountability, and human oversight requirements. In FY 2025-26 access to advanced AI capabilities is restricted through established information security controls, role-based access management, and internal approval processes. We do not deploy AI systems for mass surveillance activities and evaluate new technologies for compliance with applicable laws, ethics, privacy, and cybersecurity requirements prior to implementation. We govern AI deployment through our Enterprise AI Operating System, AI Governance Structure, AI Command Center and AI Risk Management Framework. AI use cases are subject to governance oversight, approval workflows and risk management controls. Enterprise AI deployments require review by the AI Governance Team and are supported by privacy and cybersecurity assessments prior to implementation. Employees are permitted to use only approved AI tools maintained by the IT function. AI systems operate within our ISO 27001:2022-aligned Information Security Management System (ISMS), which includes information classification, risk-based protection controls, periodic vulnerability assessments and oversight through dedicated Information Security governance committees. Our Responsible AI framework establishes clear boundaries for AI deployment and prohibits unauthorized biometric identification, surveillance technologies and deployment of AI outside approved business purposes, risk thresholds and regulatory boundaries.
Distinct labeling of AI-generated content and outcomes of AI-driven decisions	Yes. Lupin's Responsible AI framework requires transparency and explainability in AI usage. Users and reviewers must be informed when AI is used and understand its role, limitations, and assumptions. Depending on risk level and business context, AI-generated content may require disclosure, traceability, documentation, and rationale capture. As a best practice we promote responsible use of AI and encourage employees to exercise human oversight when using AI-generated outputs. Users are advised to validate AI-generated content before external or business-critical use. The Company strengthened the governance practices around transparency, traceability, and appropriate disclosure of AI-generated content as AI adoption expands. Transparency is embedded within our Responsible AI Program. Employees are required to inform audiences and stakeholders when content has been generated using AI and use clear labels, markers or indicators to identify AI-generated outputs. Users are expected to acknowledge AI-assisted content creation, validate outputs prior to use and apply human review before relying on AI-generated information. Guidance also requires clear flagging of documents or outputs created wholly or partially using Generative AI tools, supporting transparency, accountability and informed decision-making.
Mechanisms to detect and correct drift or degradation of AI models over time	We have established a Generative AI Centre of Excellence (GenAI CoE), Enterprise AI Operating System, AI Governance Structure, AI Command Center and AI Risk Management Framework to support enterprise-wide AI adoption and oversight in FY 2025-26. Defined ownership exists for AI deployment, monitoring and risk management across AI-enabled use cases.

	These governance mechanisms are supported by our Information Security Management System (ISMS), which incorporates continuous monitoring, risk management, periodic reviews, performance evaluation and continual improvement processes. Together, these structures provide accountability for AI lifecycle management, performance oversight and continuous enhancement of AI-enabled solutions deployed across business functions. Lupin's AI governance framework assigns designated System Owners and Model Owners who are accountable for ongoing monitoring, performance management, maintenance, controls, and retirement of AI models. The policy also requires lifecycle governance, risk management, and periodic reviews to ensure continued effectiveness and compliance. For AI solutions deployed internally or through third-party platforms we rely on performance monitoring, user feedback, validation checks, and vendor controls to identify model degradation or performance concerns. Critical business decisions continue to be subject to human review and oversight
Regular assessments of deployed AI models for fairness/bias	Fairness, ethics and bias prevention are core pillars of our Responsible AI Program. We have established governance controls in FY 2025-26 to avoid systemic bias, identify risks of discrimination and promote fair, inclusive and responsible outcomes. Employees are required to exercise judgment while interpreting AI outputs, assess outputs for potential bias or misrepresentation and validate AI-generated responses before use. Human oversight remains an integral aspect of AI-enabled decision making, particularly in applications affecting patients, employees, customers and regulated activities. Lupin requires teams to identify, assess, monitor, and mitigate bias risks prior to deployment and throughout the AI lifecycle. Bias assessments, dataset reviews, calibration checks, governance controls, and ongoing reviews of high-risk AI use cases are conducted to minimize unfair or discriminatory outcomes. For example, AI tools used within the organization are subject to human oversight, and outputs are reviewed for appropriateness, reliability, and business relevance. The Company continues to evaluate emerging best practices for AI risk and bias management
Initiatives (own/with suppliers) to lower the ecological footprint of AI data centers/models	Environmental responsibility is embedded within our Responsible AI approach. We promote optimization of AI systems for energy efficiency, responsible computing practices and reduced environmental impact. We work towards ensuring that internal and third-party AI platforms, models and supporting infrastructure operate with consideration for ecological impact while leveraging AI to advance sustainability objectives, resource efficiency and environmental stewardship goals. These efforts complement our broader renewable energy, decarbonization, energy efficiency and operational excellence initiatives. These efforts are supported by our broader climate strategy, including renewable electricity and renewable energy adoption across operations, investments in energy-efficiency initiatives and progress toward our decarbonization goals. By increasing the share of renewable energy (48% as on FY 2025-26) in our operations and reducing operational emissions, we are supporting a lower-carbon environment for digital technologies and AI-enabled business processes. Lupin's Responsible AI Policy includes an environmental responsibility commitment requiring internal and third-party AI data centers, platforms, and models to pursue lower ecological footprints where feasible. The policy promotes energy-efficient computing, responsible resource utilization, and leveraging AI solutions to advance sustainability objectives.

	Our third-party suppliers with respect to AI undertake measures to use renewable energy and efforts to reduce ecological footprint as applicable. For example, our primary AI solutions are largely cloud-based and provided through technology partners. The Company supports energy efficiency, responsible digital infrastructure, and supplier sustainability practices through its broader sustainability and responsible procurement programs. Environmental considerations form part of ongoing discussions with technology and service providers where relevant.
Appeals process for users/affected third parties to contest an AI decision or outcome	Human oversight and accountability are fundamental principles of our Responsible AI Program. The framework enables human intervention, review and override capabilities wherever AI-assisted outcomes may affect patients, employees, customers or regulatory decisions. AI systems are designed to support, rather than replace, human judgment in critical decision-making processes. Governance structures provide accountability for AI-generated outcomes and support review of decisions through established oversight, compliance and management mechanisms, reinforcing trust and responsible use of AI technologies. Lupin's governance framework requires meaningful human oversight for AI-supported decisions. Users and designated reviewers have the ability to review, challenge, override, suspend, or stop AI-driven actions where necessary, particularly for high-risk use cases. Human accountability remains mandatory, and AI does not replace human decision-making authority. For instance, we maintain an established grievance, whistleblower, compliance, privacy, and stakeholder feedback mechanisms through which employees, customers, suppliers, and other stakeholders can raise concerns regarding business processes, including outcomes influenced by digital systems or AI models. Decisions with material impact are not made solely through autonomous AI systems and remain subject to human review.
Quantification of the impact of AI initiatives/tools on sustainability outcomes	We track AI-related performance indicators including investment in AI initiatives, sustainability outcomes - productivity improvements, business impact, governance coverage, and alignment with Responsible AI principles. The Company is progressively expanding value-realization metrics and measuring the contribution of AI solutions toward operational efficiency and broader sustainability objectives to business. In FY 2025-26, our AI led initiatives delivered INR 428 Mn in cost savings and reclaimed 34,336 man-days. We actively monitor and quantify the impact of AI, Advanced Analytics, Intelligent Automation and IIoT initiatives across the enterprise. Data & Analytics initiatives generated cumulative benefits of approximately <u>INR 28.5 crore</u> within Manufacturing and Quality functions, contributing to reductions in Out-of-Specification (OOS) events, improved equipment effectiveness, reduced process cycle times, increased throughput, yield improvements and operational efficiency gains. Utility-efficiency initiatives generated savings of approximately <u>INR 2.44 crore</u> through improvements in chiller, compressor, boiler and utility operations. Enterprise analytics and automation initiatives delivered productivity gains equivalent to approximately <u>34,336 man-days</u> and estimated resource cost avoidance of approximately <u>INR 14.31 crore</u> by FY 2025-26. In addition to tangible business benefits, our AI and analytics initiatives have strengthened data-driven decision-making, improved cross-functional

	collaboration, enhanced audit readiness, accelerated knowledge accessibility, reduced cognitive workload on employees and supported the Company's long-term digital transformation agenda.
Training of employees on the ethical use and/or security of AI	Employee capability building forms a key pillar of our Responsible AI Program. We have implemented AI Fluency and digital capability-building initiatives to enhance employee awareness, adoption and effective use of AI technologies. Our Responsible AI framework mandates continuous employee training and upskilling on Artificial Intelligence and Generative AI, covering ethical AI use, transparency, cybersecurity, data privacy, risk awareness, compliance requirements and responsible decision-making. Employees receive guidance on human review requirements, bias awareness, validation of AI outputs and secure AI usage practices. These initiatives are complemented by our ISO 27001:2022-aligned Information Security Management System, which requires regular security awareness training, skill-development programmes and employee participation in safeguarding information assets. This integrated approach promotes the secure and responsible use of digital technologies across the organization. Lupin conducts organization-wide AI fluency and responsible AI training programs. Training covers Generative AI, ethical AI use, bias awareness, cybersecurity, data privacy, compliance requirements, and secure use of AI technologies. Training is designed to be role-based and aligned to risk profiles. More than 15,000 users are being enabled through Lupin's AI transformation and capability-building initiatives. An AI literacy program was conducted during the year for all procurement team members to build awareness of emerging digital tools and their application in procurement processes. These interventions deepened sustainability integration into sourcing decisions, enhanced supplier engagement, and reinforced the role of procurement in supporting sustainable and responsible value creation. In FY 2025-26 we started a holistic and regular training for 100% of our employees on hands on Microsoft Copilot Training. Regular updates, case studies, webinars, capability building programs were conducted covering Dos/Don'ts and best practices in using AI.
The AI management system is externally verified (e.g., ISO 42001 etc)	Our Responsible AI framework includes provisions for external verification of AI Management Systems and alignment with evolving global Responsible AI standards and best practices. We continue to strengthen our AI governance ecosystem through structured oversight, compliance controls, risk management processes and continuous improvement mechanisms to support responsible and scalable AI adoption. Our AI governance approach is further supported through a formally established ISO 27001:2022-aligned Information Security Management System, providing an enterprise-wide framework for governance, risk management, monitoring and continual improvement. Lupin's Responsible AI Policy and Management System is designed to align with ISO/IEC 42001 to meet external verification of AI management systems.

Product Quality and Recall Management

Product Quality Programs (1.11.1)

Our quality management systems continue to serve as the guiding force behind our manufacturing operations. Across the organization, quality is a deeply embedded discipline that represents trust and patient safety. Lupin's Global Quality Management System (QMS) integrates best practices across our global manufacturing network and is supported by more than 2,500 quality professionals. We adhere to current Good Manufacturing Practices (cGMP), ICH Q10 guidelines, FDA 21 CFR requirements, and data integrity principles to ensure product quality, patient safety, and regulatory compliance. Lupin operates 21 laboratories across regulated facilities; all certified at the 5S level. During the year, we expanded the implementation of technology-enabled solutions to further elevate laboratory excellence.

In FY 2025-26, quality oversight was further strengthened through an enterprise-wide governance model. Quality governance is supported through a structured, tiered oversight framework designed to enable timely escalation, cross-functional alignment, and enterprise-wide visibility of quality risks and opportunities. Quality matters are reviewed at Site Quality Council Meetings (SQCMs), escalated through Divisional Quality Council Meetings (DQCMs), and subsequently reviewed through Corporate Quality Council Meetings (QCMs). The Chief Quality Officer (CQO) is accountable for the effectiveness of the Quality Management System (QMS), quality governance, data integrity, inspection readiness, pharmacovigilance coordination, recall management, and supplier quality oversight. This integrated governance model ensures that quality and patient safety considerations are systematically embedded into operational and management decision-making across all operating locations.

1. Processes to prevent or address non-conforming products before delivering them to customers to avoid product recalls:

Streamlined Standard Operating Procedures (SOPs) and robust Corrective and Preventive Action (CAPA) processes are implemented in FY 2025-26 to effectively address deviations and non-conformities of products at Lupin. We also incorporate the principles of ISO 9001:2015 across key operational areas including manufacturing, research, clinical trials, and distribution.

Our Process Development, Quality Control, Quality Assurance, and R&D teams play a critical role in maintaining manufacturing integrity. From managing input material attributes and defining product specifications to conducting rigorous in-process and finished-product testing, every stage is designed to uphold product quality. We maintain detailed in-house testing specifications for products and raw materials and conduct precautionary testing to proactively identify and mitigate emerging quality or safety concerns. This disciplined approach, focused on Critical Quality Attributes (CQAs) and process consistency, helps prevent deviations, sustain sigma performance levels above 4.0, and minimize the risk of product recalls while ensuring medicines reach patients with uncompromised quality, safety, and efficacy.

Lupin also maintains a Permanent Inspection Readiness (PIR) program incorporating mock inspections, regulatory intelligence reviews, and independent CAPA effectiveness verification to strengthen compliance and inspection preparedness.

In FY 2025-26, Lupin recorded a 27% year-on-year reduction in Out-of-Specification occurrences, reflecting the effectiveness of its preventive quality controls and continuous-improvement initiatives.

Quality Management Maturity assessments across Lupin's manufacturing network were largely between Level 3, "Defined," and Level 4, "Quantitatively Managed," demonstrating increasing standardization, measurement and control of quality processes. All Indian manufacturing facilities are covered by annual internal quality audits. These controls are complemented by technology-enabled programs that support real-time quality monitoring, early detection of process trends and timely intervention to prevent potential quality failures and non-conforming products.

2. Integration of emerging technologies to enhance product quality:

We continued to invest in advanced quality technologies and digital platforms, including Manufacturing Execution Systems (MES), Electronic Batch Records (EBR), Laboratory Information Management Systems (LIMS), PAS-X, Project NorthStar (Veeva QMS), Quality Prism (Digital and Automation Initiative), Industrial Internet of Things (IIoT), and AI-enabled quality analytics tools.

These technologies improve process visibility, traceability, data integrity, right-first-time execution, and real-time quality monitoring. In FY 2025-26 initiatives also included AI-enabled tools such as Quality Pulse and other predictive analytics solutions to strengthen quality oversight and operational excellence.

During the year, we expanded the implementation of technology-enabled solutions to further elevate laboratory excellence across our network of all laboratories.

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

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

Predictive Quality Using AI and ML:

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

Value Delivered:

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

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

Enterprise-Wide Analytics – Quality Pulse:

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

Key Capabilities:

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

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

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

This Approach Enables Teams to:

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

Other key initiatives deployed include:

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

3. Quantitative targets to improve product quality performance

Quality Targets and Performance Management:

Lupin has established enterprise-wide quality goals under the leadership of the Chief Quality Officer (CQO). Our quality targets include maintaining zero data integrity observations in regulatory audits, zero Class I product recalls, zero warning letters, and execution of supplier quality audits and assessments for applicable suppliers year on year.

Indicators	Targets Description	Target Year	FY 2025-26 Status
Goal Owner: Chief Quality Officer			
Data Integrity	Ensure Zero Observations in any regulatory audits	Year over Year	Zero
Class 1 Recalls	Zero	Year over Year	Zero
Warning Letter/Official Action Indicated (OAI) Status	Zero Warning Letter	Year over Year	Zero Warning letter 1 OAI status (Pithampur)
Supplier Quality Audits	Undertake quality audits and assessments for applicable suppliers	Year over Year	316

Quality First Culture and Quality Management Maturity:

Quality at Lupin extends beyond compliance and inspection readiness. We have institutionalized a Quality First culture that promotes operational discipline, transparency, accountability, and continuous improvement across the organization. Supported by more than 2,500 quality professionals globally and a network of 21 laboratories across regulated facilities, quality excellence is embedded into day-to-day manufacturing and development activities.

Our quality management approach incorporates advanced programs including Quality Pulse, Quality Management Maturity (QMM), Error Risk Reduction (ERR), Lean Six Sigma, World Class Laboratories (WCL), and Quality Centres of Excellence. Through periodic maturity assessments, manufacturing facilities are evaluated on dimensions such as manufacturing quality, supplier quality, quality governance, technical excellence, business continuity, and employee engagement. Most facilities currently operate between Level 3 (Defined) and Level 4 (Quantitatively Managed) under the Quality Management Maturity framework.

During FY2025-26, focused quality improvement initiatives delivered measurable outcomes including a 27% year-on-year reduction in Out-of-Specification (OOS) occurrences and a 35% reduction in invalid OOS events through process simplification, enhanced training programs, improved laboratory practices, and stronger quality governance systems.

4. Internal audits of the quality management system:

In FY 2025-26 regular internal and external audits, gap assessments, and proactive monitoring of global quality and regulatory requirements were conducted. This process support continuous improvement and inspection readiness. All manufacturing facilities are audited annually under a risk-based quality framework.

Indicators	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target
Corporate internal audit on Lupin facilities	16	17	20	15	Driven by internal quality metrics, all facilities are audited at least once a year by an internal audit team to ensure compliance and audit preparedness

In addition to internal audits, quality performance, process capability, deviations, investigations, and corrective actions are continuously reviewed through Quality Pulse, an enterprise-wide analytics platform that monitors Critical Quality Attributes through Statistical Process Control methodologies. This enables early detection of trends, proactive interventions, and enhanced visibility of quality risks across manufacturing operations.

Advanced Quality Governance and Inspection Readiness

The Company operates an integrated quality governance framework through Site Quality Council Meetings (SQCM), Divisional Quality Council Meetings (DQCM), and Corporate Quality Council Meetings (QCM), ensuring timely escalation of quality risks, enterprise-wide visibility, and proactive management of quality performance. Lupin also maintains a Permanent Inspection Readiness (PIR) program incorporating mock inspections, regulatory intelligence reviews, and independent CAPA effectiveness verification to strengthen compliance and inspection preparedness

5. Independent external verification of the quality management system

We adhere to current Good Manufacturing Practices (cGMP), ICH Q10 guidelines, FDA 21 CFR requirements, and data integrity principles to ensure product quality, patient safety, and regulatory compliance.

Regular external audits, gap assessments, and proactive monitoring of global quality system and regulatory requirements are conducted. This process support continuous improvement and inspection readiness. Lupin's manufacturing facilities are independently audited by regulatory authorities including the US FDA, EMA, MHRA, TGA, PMDA and other health authorities. Quality management systems at relevant facilities are aligned under ISO 9001:2015 and subject to periodic third-party verification.

We also incorporate the principles of ISO 9001:2015 across key operational areas including manufacturing, research, clinical trials, and distribution.

All manufacturing facilities operate under current Good Manufacturing Practices (cGMP) and are regularly inspected by global regulatory agencies. Regulatory compliance is supported through Lupin's Permanent Inspection Readiness (PIR) framework, which incorporates mock inspections, regulatory intelligence reviews, independent CAPA effectiveness assessments, and continuous monitoring of evolving regulatory expectations. This approach helps maintain a continuous state of inspection readiness rather than periodic inspection preparation.

6. Training for internal stakeholders on their roles related to the quality management system:

To instill a culture of quality, employees undergo regular training on quality systems, cGMP requirements, SOPs, pharmacovigilance, and data integrity principles. In FY 2025-26, 100% of relevant employees received training on quality management systems and data integrity requirements.

Indicators	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target
Training for employees covering QMS, data integrity SOP, and Annual cGMP	6385	10090	8057	9812	100% of applicable employees

Quality Culture and Capability Building:

Lupin promotes a Quality First culture supported by more than 2,500 quality professionals across its global operations. In addition to regular cGMP, SOP, pharmacovigilance, and data integrity training, the Company utilizes innovative training methodologies including Virtual Reality (VR)-based operational training, Error Risk Reduction (ERR) interventions, simulation-based learning, and targeted capability-building programs based on investigation trends and quality risk data. These initiatives improve procedural adherence, strengthen human performance, and reduce the likelihood of repeat deviations and human-error-related quality events.

Pharmacovigilance and Product Safety Governance:

Patient safety extends beyond manufacturing and continues throughout the lifecycle of every product. Lupin maintains a comprehensive pharmacovigilance system through its Drug Safety and

Risk Management (DSRM) function, which provides global oversight of product safety, adverse event monitoring, signal detection, risk-benefit evaluations, quality complaint management, and regulatory reporting activities.

The DSRM function conducts ongoing global literature surveillance, periodic signal detection exercises, product safety evaluations, and benefit-risk assessments to proactively identify and address emerging safety concerns. Product safety performance indicators are monitored regularly and reviewed through established quality governance forums.

To reinforce patient safety awareness and reporting culture, all employees undergo mandatory annual pharmacovigilance training, while employees involved directly in patient safety activities receive additional role-specific induction and refresher programs.

Product-safety performance indicators are monitored regularly and reviewed through established quality-governance forums. To reinforce patient-safety awareness and reporting culture, employees in the reported geographies undergo structured pharmacovigilance training, while employees directly involved in patient-safety activities receive additional role-specific induction and refresher training.

7. Mechanisms in place for external stakeholders to submit complaints about non-conforming products

For complaints regarding the quality of products or defective products, the Company's Drug Safety and Risk Management (DSRM) Team has established accessible channels for consumers and healthcare professionals to contact Lupin regarding product inquiries or to report safety, quality concerns, and defective products. These include a dedicated call center and email facility. Contact details are prominently displayed on product packaging and Lupin's official website.

Product complaints are investigated through established quality and pharmacovigilance processes, including root-cause analysis, risk assessment, and appropriate CAPA implementation. Findings from complaint investigations are incorporated into continuous improvement initiatives to strengthen product quality and patient safety.

Drug Safety Contact Information: To obtain medical information or to report an adverse event or product complaint, please call on the toll-free numbers 1800-209-2505 / 1800-266-7400 or email us at dsrm@lupin.com

8. Requirements for supplier adherence to the company's product and service quality standards

Supplier quality remains a key component of our quality framework. Suppliers are assessed through qualification programs, quality audits, ESG screening processes, and adherence to Lupin's Supplier Code of Conduct. New suppliers are subject to ESG screening during onboarding, while critical suppliers are assessed through a structured risk-based audit framework.

Indicators	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target
Total supplier quality audits (third-party finished product site) for the India market	74	64	58	71	Driven by supplier quality metrics, every supplier site is audited once every three years, and at the

Total supplier quality audits (third-party finished product site) for the U.S. markets	6	3	2	10	time of new vendor qualification
Total supplier quality audits (raw materials) for all markets	250	265	167	316	

In FY 2025-26, 316 supplier quality audits and assessments were completed covering suppliers of Active Pharmaceutical Ingredients (APIs), excipients, packaging materials, intermediates, third-party manufacturing facilities, and other critical materials. Suppliers are categorized based on risk, material criticality, patient impact, and regulatory significance, with all suppliers incorporated within a structured three-year audit cycle. Over the last financial years over 620+ supplier audits and assessments have been completed across the global supply network.

In addition to audits, Lupin conducts annual supplier quality and compliance training covering Good Manufacturing Practices (GMP), quality management systems, regulatory expectations, quality risk management, supply chain quality assurance, and patient safety requirements. During FY2025-26, training was provided to over 400 suppliers.

Lupin conducts risk-based quality audits and assessments of supplier facilities, quality management systems, and product quality processes across its supply chain, including third-party manufacturing sites and suppliers of APIs, key starting materials, intermediates, excipients, and packaging materials. Suppliers are evaluated during qualification and periodically thereafter based on criticality and risk profile, with each supplier covered under the audit framework assessed at least once within a three-year audit cycle.

9. Disclosure of product quality incidents description

Product Quality Incident Disclosure: During FY2025-26, Lupin did 9 voluntary Class II recalls, with zero Class I recalls, zero critical safety incidents, and no contamination events across global operations. The product quality incidents were identified through established quality surveillance mechanisms, including market complaints, internal deviations, stability monitoring and notifications. The product quality incidents were primarily related to:

- Labeling inaccuracies
- Packaging integrity issues
- Product mix-ups
- Stability-related Out-of-Specification (OOS) results

These events were operational and process-driven in nature and did not indicate systemic failures of product formulation quality or Critical Quality Attributes (CQAs). No incident resulted in confirmed patient harm, toxicity, or irreversible consumer safety impact. The overall consumer safety risk was assessed as low to moderate, and all recalls were executed with timely regulatory reporting and in accordance with applicable local requirements.

During FY2025-26, Lupin also achieved:

- Zero Class I recall
- Zero FDA Warning Letters
- Zero regulatory audit observations related to data integrity
- 316 supplier quality audits and assessments completed

All quality incidents are reviewed through Lupin's formal investigation and governance process. Product quality events are assessed for patient impact, regulatory implications, recurrence risk, and systemic control effectiveness. Investigation outcomes are escalated through Site Quality, Divisional Quality, and Corporate Quality governance structures where appropriate.

10. Disclosure of product quality incidents corrective actions:

Product Quality Incident Corrective Actions:

Consistent with our commitment to product quality, consumer safety, and strong governance, risk-based Corrective and Preventive Actions (CAPAs) were implemented for all product quality incidents reported during FY2025-26.

Corrective actions implemented in 2025-26 focused on systemic improvements, including:

- Enhancement of batch documentation and labeling governance
- Engineering and automation upgrades to packaging, sealing, and verification systems
- Reinforcement of SOPs covering line clearance, challenge testing, stability monitoring, and human-factor risk mitigation
- Strengthening supplier oversight, analytical controls, and material acceptance criteria
- Implementation of access controls, segregation practices, and digital verification mechanisms to reduce human error
- Expanded use of digital quality systems and automated monitoring technologies

For stability-related incidents, scientifically justified revisions to acceptance criteria and extended lifecycle monitoring were introduced. In selected cases, product manufacturing was restricted or discontinued where appropriate. Regulatory engagements and remediation activities for statutory recalls continue in accordance with applicable legal requirements.

The effectiveness of CAPAs is evaluated through defined quality performance indicators, post-recall complaint trend monitoring, internal audit assessments, and periodic management reviews. Lupin's Permanent Inspection Readiness framework also includes independent verification of CAPA effectiveness to ensure long-term sustainability of implemented actions and reduction of repeat events. Based on these evaluations, Lupin has strengthened quality governance processes, implemented measures to mitigate recurrence risk, protected consumer interests, and reinforced operational sustainability in line with applicable regulatory and ESG reporting requirements.

For more information, refer to page no 111-119 of our latest integrated report.

https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

Product Availability and Supply Continuity Management:

Lupin recognizes uninterrupted patient access to medicines as a critical component of patient safety and product quality. We maintain a robust supply continuity framework incorporating multiple supplier strategies, alternate vendor qualification, strategic inventory buffers, advanced demand forecasting systems, and integrated supply chain planning processes.

To strengthen resilience, critical APIs and key starting materials are supported through alternate vendor development programs, inventory risk assessments, and business continuity planning.

During FY 2025-26, manufacturing and supply operations achieved On-Time-In-Full (OTIF) service levels of 98% in the United States and 99% in India, supporting reliable access to medicines across markets.

Product Recalls (Health Care) (1.11.2)

Class I Recalls	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of Class I recall (or equivalent)	0	1	0	0
Total value of recalled products (in USD millions).	0	0.0334	0	0

Class II Recalls	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of Class II recall (or equivalent)	7	6	9	9
Total value of recalled products (in USD millions)	3.33	0.1942	0.3714	0.2880

Compliance to Regulatory Standards (1.11.3)

Regulatory agency inspections	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
U.S. FDA Inspection (including GMP and Bioresearch center)	9	3	6	9

Form 483 Observations

Form 483 Observations (or equivalent)	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of Form 483 Observations (or equivalent)	55	3	17	29
Annual revenues generated from the affected facilities. (in USD millions.)	352	119.7	69.8	494.63
Annual revenues impacted by production stoppages. (in USD millions.)	267	0	0	0

FDA Warning letters

FDA Warning Letters	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of FDA Warning Letters (or equivalent)	1	1	0	0
Annual revenues generated from the affected facilities. (in USD millions.)	20	71.9	0	0
Annual revenues impacted by production stoppages. (in USD millions.)	51	0	0	0

Environment

Environment Policy and Management

Environment Policy (2.1.1)

At Lupin, environmental stewardship is an integral part of our commitment to responsible and sustainable business practices. Guided by our Environment, Health, Safety and Sustainability (EHS&S) Policy, we strive to minimize our environmental footprint while supporting long-term operational resilience and stakeholder value creation. Our policy framework promotes the efficient use of natural resources, prevention of pollution, conservation of energy and water, responsible waste management, protection of biodiversity, and continual improvement of environmental performance across our operations.

Scope and Applicability

The EHS&S Policy is applicable to all our own operations, manufacturing facilities, R&D facilities, subsidiaries, joint ventures (JVs), and business operations. Its scope also extends to our suppliers, partners, service providers, and contractors, who are expected to embrace and adhere to EHS&S processes in line with the policy requirements.

Our environmental policy is implemented through clearly defined objectives, performance monitoring mechanisms, internal controls, and periodic reviews. Energy efficiency initiatives, renewable energy adoption, water conservation programs, waste reduction measures, recycling and circularity practices, and emissions management are key focus areas within our environmental strategy. We continuously invest in process optimization and innovative technologies that help reduce resource consumption while enhancing operational efficiency.

The key policy pillars are specified below:

Policy accountability

The EHS&S Policy establishes a robust accountability framework with clearly defined roles and responsibilities for its implementation. Oversight rests with the Lupin Board of Directors, the highest governing body responsible for monitoring policy effectiveness and ensuring alignment with strategic priorities. Accountability for execution is cascaded across Executive Leadership, the EHS&S function, and all employees, fostering organization-wide ownership of environmental, health, safety, and sustainability performance.

Continuous improvement

Continuous improvement is embedded within our EHS&S management approach through the application of the Plan-Do-Check-Act (PDCA) methodology. Aligned with the principles of ISO 14001 and ISO 45001, this framework enables systematic evaluation of initiatives, monitoring of outcomes, identification of improvement opportunities, and implementation of corrective actions to enhance environmental performance over time.

Targets, Objectives and KPIs

Our EHS&S Policy outlines a comprehensive set of environmental objectives, targets, and key performance indicators (KPIs) that guide performance management across the organization. These metrics support the monitoring of resource efficiency, emissions, waste, water, energy, and

compliance performance, enabling data-driven decision-making and measurable progress toward our sustainability goals.

Role of external stakeholders

Stakeholder engagement and external benchmarking are integral to strengthening and continuously improving our environmental management approach. We actively engage with a broad range of external stakeholders, including customers, investors, regulators, suppliers, partners, lupin employees and contractors, industry associations, local communities, government and regulatory authorities and independent experts, to inform the development, implementation, periodic review, and enhancement of our EHS&S Policy and related environmental programs. We regularly assess our performance against industry peers, evolving regulatory requirements, and leading global practices through reviews conducted by internal EHS&S teams and independent third-party experts. Feedback and insights obtained from stakeholder consultations help identify emerging environmental risks, opportunities, and expectations, enabling us to refine our policies, objectives, and sustainability initiatives. This ongoing engagement ensures that our environmental management approach remains responsive to stakeholder priorities, aligned with regulatory developments, and consistent with industry's best practices.

Training

The EHS&S Policy provides a structured framework for developing employee awareness, skills, and capabilities on environmental priorities and performance expectations. Through regular training, knowledge-sharing programs, and capacity-building initiatives, we equip our entire workforce with the tools and expertise needed to implement best practices, adapt to emerging technologies, and contribute effectively to the achievement of our environmental objectives.

Board Oversight and Governance

The Lupin Board of Directors endorses and oversees the EHS&S Policy and related commitments, providing strategic direction and governance for environmental, health, safety, and sustainability matter and is final decision maker. Through active oversight, the Board ensures that the policy remains aligned with business objectives, regulatory requirements, stakeholder expectations, and the Company's long-term sustainability ambitions.

The policy can be accessed here:

[https://www.lupin.com/uploads/Environmental Health Safety and Sustainability Policy fcd43ad59d.pdf](https://www.lupin.com/uploads/Environmental_Health_Safety_and_Sustainability_Policy_fcd43ad59d.pdf)

Environmental Management Systems Verification (2.1.2)

100% of our operations covering Environment Management System are covered by external verification and internal audits.

All manufacturing facilities in India are certified to ISO 14001 and ISO 45001, reflecting adherence to internationally recognized environmental management standards. Regular internal audits and independent external assessments evaluate performance across critical environmental parameters, including energy use, water consumption, emissions, effluent management, and waste handling. These assessments support regulatory compliance, drive continuous improvement, and strengthen environmental accountability throughout the organization. As a result, 100% of our global sites have

been audited and verified for compliance with the Environmental Management System (EMS). The audit findings and performance outcomes are reported to the Board on a biannual basis, enabling focused discussions on critical EHS&S matters and the identification of improvement opportunities.

Coverage for below table is based on % group-wide production sites

Certification Type	Coverage (%)
EMS is verified through international standards- ISO 14001	80%
Third party certification / audit / verification by specialized companies.	0%
Internal certification / audit / verification by company's own specialists from headquarters.	20%
Total coverage	100%

During FY 2025-26, a total of 17 internal audits and 30 External audits were completed, covering both India and global manufacturing sites, further strengthening governance, operational excellence, and environmental accountability across the organization.

Environmental Violations (2.1.3)

- No environmental violation in the past 4 years across Lupin operations.
- Zero penalties and Zero legal action from any bodies in the past 4 years.

We are proud to maintain a strong record of environmental compliance across our global operations. Supported by robust compliance management systems, governance practices, and proactive risk management measures, we consistently uphold the highest standards of environmental responsibility and ethical business conduct. Over the past five years, Lupin has achieved 100% compliance with applicable environmental regulations, with zero environmental violations, legal actions, penalties, or fines related to environmental or ecological matters. This sustained performance reflects the effectiveness of our environmental management systems, rigorous oversight mechanisms, and unwavering commitment to regulatory compliance and responsible environmental stewardship.

Description	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of violations of legal obligations/regulations	0	0	0	0
Amount of the fines/penalties related to the above (INR)	0	0	0	0
Environmental liability accrued at year end (INR)	0	0	0	0

Energy

Energy Management Programs (2.2.1)

At Lupin, our commitment extends beyond reducing energy consumption to actively transitioning toward cleaner and more sustainable energy sources. We have established a comprehensive energy management program that is aligned with our EHS&S Policy and informed by international best practices. The program supports systematic monitoring, measurement, benchmarking, and continuous improvement of energy performance across our operations. Our energy management approach focuses on optimizing energy use, improving operational efficiency, accelerating the deployment of energy-efficient technologies, reducing reliance on fossil fuels, and increasing the share of renewable energy across our manufacturing and operational footprint.

The key principles of our energy management program are described below.

Energy audits

In FY2025-26, we conducted comprehensive energy audits at our manufacturing facilities encompassing 17 internal and 30 external audits to identify opportunities for improving energy efficiency and reducing greenhouse gas emissions. The audits identified opportunities to optimize energy use, improve process and utility efficiency, enhance equipment performance, replace old inefficient equipment with new energy efficient equipment and expand renewable energy integration helping to lower Scope 1 and Scope 2 emissions. Insights from these audits inform our transition planning, support technology modernization initiatives, and strengthen our long-term decarbonization strategy by identifying operational inefficiencies and enabling targeted, measurable emission reductions.

Targets and progress

At Lupin, we actively involve teams across engineering, operations, production, maintenance, utilities, and shop-floor functions to embed energy efficiency into day-to-day operations and decision-making. To further strengthen participation and drive measurable outcomes, we conducted site-level Energy Savings League in FY 2025-26, a gamified initiative aimed with targets for promoting energy conservation across our manufacturing facilities.

We worked on setting clear, measurable objectives and targets to enhance energy efficiency and reduce overall energy consumption across our sites. These targets are data-driven and time-bound through a gamified program across our manufacturing units in FY2025-26. For example, the targets included were achieving a percentage reduction in electricity usage by year-end and MWh/year energy savings.

As part of the energy saving league, employees were rewarded for their innovative ideas, and the winning team/site received special recognition.

A few examples of energy savings progress in FY 2025-26 as against the targets are:

- Energy savings achieved at Pithampur Unit – 1267 MWh/year
- Energy savings achieved at Mandideep Unit – 9495 MWh/year
- Energy savings achieved at Sikkim Unit – 2763 MWh/year

Objectives included achieving reductions in non-renewable energy consumption and delivering quantified annual energy savings (MWh/year). By fostering ownership at all levels of the organization, the initiative helped identify efficiency opportunities, reinforce energy-conscious behaviors, and accelerate progress toward our energy management and decarbonization goals.

At one of our manufacturing facilities at Vizag through structured energy-efficiency approach we realized approximately 130 MWh/year of energy savings during FY2025-26. Key measures included upgrading CFL lighting to LEDs, improving centrifugal pump efficiency through closed-impeller installation, and optimizing cooling tower pump operations.

Our overall target, covering all 15 sites, was 11% reduction in electricity consumption and we achieved 15% by the end of the year FY 2025-26.

We have also set an ambitious target of achieving 35% of the renewable electricity share by 2030 in our operations. As on FY 2025- 26, 31% of the electricity consumed was from renewable sources.

Initiatives and actions to reduce the amount of energy use:

During FY 2025-26, Lupin implemented a range of energy conservation initiatives across its manufacturing and research facilities and other areas to improve operational efficiency and reduce energy consumption. Key measures included the installation of energy-efficient pumps, chillers, cooling towers, EC blowers, Variable Frequency Drives (VFDs), and high-efficiency air handling systems, along with optimization of utility operations such as chilled water, cooling water, compressed air, and process cooling systems. We have reduced consumption of approximately 76,727 MWh of non – renewable energy across our manufacturing operations in FY2025-26.

We also adopted innovative solutions such as closed-loop chilled brine systems, automatic tube cleaning systems for chillers, heat recovery technologies, and temperature-based control systems to minimize energy losses. Additionally, extensive efforts were undertaken to increase the use of renewable energy through solar power procurement, rooftop solar installations, hybrid renewable energy sourcing, and the installation of briquette-fired boilers, further reducing reliance on fossil fuels while supporting Lupin's energy efficiency and decarbonization objectives.

For more information on our energy conservations efforts, please refer to Annexure E on page no 241-244 of Integrated report FY 2025-26.

https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

Evaluation of progress in reducing energy consumption:

Lupin follows a structured approach to evaluating the effectiveness of its energy efficiency initiatives by systematically monitoring and comparing energy performance before and after implementation. Through targeted interventions such as equipment modernization, process optimization, utility efficiency improvements, and enhanced energy monitoring systems, the Company has achieved significant reductions in energy consumption across its operations.

In FY 2025-26, we achieved:

- Reduction in total on-grid electricity consumption – 46,138 MWh/year
- Reduction in non-renewable energy consumption – 76,727 MWh/year
- Reduction in total energy consumption – 10,412 MWh/year

In FY 2025-26, these initiatives resulted in non-renewable energy savings of approximately 76,727 MWh, representing a 16% reduction compared to the previous year. This achievement demonstrates the effectiveness of Lupin's energy management strategy in driving operational efficiency, lowering energy costs, and reducing greenhouse gas emissions.

Continuous performance tracking, periodic reviews, and refinement of action plans ensure sustained improvements and support the long-term sustainability and decarbonization commitments.

Use of clean and green energy:

Over the past five years, Lupin has increased its renewable electricity capacity by more than ten times, growing from 5 MW in FY 2020-21 to 58 MW in FY 2025-26. This growth has been driven by strategic investments in rooftop solar infrastructure and the adoption of solar and wind energy through power procurement arrangements, strengthening our commitment to clean energy and emissions reduction.

We have increased our renewable electricity (clean and green energy) share from 18% in FY 2024-25 to 31% in FY 2025-26.

Investment in new technologies and innovation & research:

Based on the outcome of our technology scope, innovation partnership with vendors and research and development over the past four years, Lupin has accelerated its transition to cleaner energy sources by replacing conventional fossil-fuel-based boilers with biomass briquette boilers across manufacturing facilities. These efforts have been complemented by continued investments in innovation, process improvements, and research and development aimed at enhancing energy efficiency and reducing overall energy consumption. Today, all manufacturing facilities in India have transitioned from conventional fossil-fuel-based boilers to biomass briquette boilers, significantly reducing dependence on fossil fuels.

In FY 2025-26, the commissioning of biomass-based boiler systems at two manufacturing sites contributed to a reduction of 2,308 tCO₂e of Scope 1 emissions, advancing our decarbonization journey and reinforcing our commitment to renewable and lower-carbon fuel alternatives. We invested the capital of INR 236 million in new innovative energy conservation equipment and technologies.

We have increased our renewable energy share from 39% from FY 2025-26 to 48% in FY 2025-26.

We also launched Net Zero Factory project in FY 2025-26 with an external expert because of our focus in innovation and R&D in decarbonization and reducing energy consumption.

Investing in innovation and R&D is central to Lupin's Energy Management Program, which focuses on identifying and scaling technologies that reduce energy consumption and emissions at the manufacturing-site level. Pilot assessments completed at Tarapur, Pithampur, Ankleshwar, and Mandideep have helped identify carbon hotspots and prioritize interventions such as energy-efficiency upgrades, boiler optimization, cleaner fuels, renewable energy integration, and solvent recovery. Through a structured approach combining planning, execution, monitoring, and digital tracking, Lupin is converting insights into actionable decarbonization projects. The program strengthens facility-level accountability while improving operational efficiency and resource

productivity. When scaled across all manufacturing sites, it is expected to deliver up to a 25% reduction in operational emissions, alongside significant energy reduction and cost savings.

Energy conservation training:

In FY 2025-26, we conducted 22 training programs across our manufacturing facilities and operations to strengthen employee understanding of energy conservation technologies, the best operational practices, and the role of energy efficiency in achieving our sustainability objectives. A total of 125,555 hours of energy management training were delivered, covering topics such as utility optimization, operational efficiency, renewable energy integration, innovation and R&D and energy-saving practices. These initiatives helped foster a culture of responsible energy use, enhanced awareness of our climate and decarbonization goals, empowered employees to identify and implement energy-saving opportunities, and reinforced accountability for energy performance across all levels of the organization.

Energy Consumption (2.2.2)

The following table provides Lupin's energy consumption categorized under Renewable and Non-Renewable energy.

Energy Consumption	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total non-renewable energy consumption	MWh	717,714	615,001	490,637	413,910
Total renewable energy consumption	MWh	40,743	176,234	314,837	381,151
Data coverage (as % of)	Operations	100	100	100	100

Our target for Non-renewable Energy Consumption in FY2025-26 was 469,773 MWh. We successfully met the target by reducing our non-renewable energy usage.

The above indicators have been third party assured and verified by DNV Business Assurance India Pvt Limited. Assurance statement is available on page no 214-219 of FY 2025-26 Integrated report.

Waste and Pollutants

Waste Management Programs (2.3.1)

At Lupin, we adopt a structured and data-driven approach to waste management, focused on minimizing waste generation, maximizing resource recovery, and reducing environmental impact. Through periodic waste audits, performance assessments, and targeted improvement initiatives, we identify opportunities to reduce waste at the source and enhance operational efficiency. Guided by the principles of Reduce, Reuse, and Recycle (3R), we maintain a comprehensive inventory of hazardous, non-hazardous, e-waste, and biomedical waste, ensuring responsible recycling or disposal through authorized service providers in compliance with regulatory requirements.

We have established measurable waste reduction targets, supported by employee awareness and capacity-building programs, continuous investments in innovation, and robust recycling systems that divert significant volumes of waste from landfills. To further strengthen our waste management practices, we completed a comprehensive Zero Waste to Landfill (ZWL) gap assessment across operations with Zero Waste to Landfill certifications obtained through third party external agency. Also we have implemented corrective actions as detailed below.

Our waste diversion performance is independently verified by accredited third-party agencies, reinforcing transparency, accountability, and our commitment to circularity and sustainable waste management.

Waste audits:

In FY 2025-26 we undertook 15 comprehensive waste audits and assessments (internal and external) to systematically monitor and manage the types, sources, and volumes of waste generated across our manufacturing facilities and operations. The main objective of these audits is to identify improvement actions, risk, opportunities and areas to reduce and manage waste effectively.

These assessments include reviews of waste generation points, documentation, facility inspections, and waste segregation, recycling, and disposal practices, helping us identify priority areas for improvement and resource optimization.

We conducted a comprehensive Zero Waste to Landfill (ZWTL) gap assessment across our manufacturing sites to evaluate existing waste management practices and identify opportunities to enhance recycling, improve waste diversion rates, and minimize waste generation at source. Based on the assessment findings, targeted corrective actions were implemented to strengthen waste management performance and align operations with Zero Waste to Landfill requirements. As a result of these efforts, our manufacturing sites have successfully achieved third-party Zero Waste to Landfill (ZWTL) certification from accredited independent certification agency, demonstrating our commitment to responsible waste management, resource efficiency, and circular economy principles.

The independent verification team assessed and verified the waste management processes implemented by Lupin Limited, including the Inventorization, collection, segregation, transportation, recycling, reuse, diversion, treatment, disposal, reduction, and monitoring of waste generated from its operations. The assessment confirmed that the Company's waste management practices are robust, effectively implemented, and aligned with the requirements for Zero Waste to Landfill certification, resulting in the achievement of a Platinum-rated Zero Waste to Landfill (ZWTL) certification for its manufacturing sites.

	Manufacturing Units	Waste Generation Quantity (tons)	Waste Diverted from landfill (tons)	Diversion Rate	Level
Overall Diversion rate	Tarapur	15756.20	15756.20	100%	Platinum
	Pithampur	2748.46	2746.67	99.93%	Platinum
	Mandideep	9295.48	9281.12	99.85%	Platinum
	Sikkim	451.04	451.04	100%	Platinum
	Ankleshwar	27712.31	25789.48	98.17%	Gold
	Chhatrapati Sambhajnagar	953.573	953.573	100%	Platinum
	Nagpur	2820.34	2820.34	100%	Platinum
	Goa	1559.04	1559.04	100%	Platinum

Please refer to the Zero Waste to Landfill Certificate -

https://www.lupin.com/uploads/Lupin_Ltd_ZWL_Statement_and_Certificate_d10ac260ba.pdf

Initiatives and actions on waste management (reduce waste generation)

In FY 2025-26, we continued to strengthen our commitment to environmental stewardship through proactive and responsible waste management practices focused on waste reduction, resource recovery, and circularity. Guided by comprehensive waste assessments and audits, we identified high-impact areas and implement targeted interventions to minimize waste generation across our operations.

Key initiatives include improved source segregation, process optimization to reduce material losses, packaging rationalization, employee awareness programs, and collaboration with authorized waste management partners, resulting in measurable improvements in waste performance.

Lupin ensures the responsible management and disposal of all waste streams, including hazardous waste, non-hazardous waste, plastic waste, e-waste, and biomedical waste, in compliance with applicable regulatory requirements. We remain 100% compliant with Extended Producer Responsibility (EPR) regulations and successfully facilitated the collection and environmentally sound recycling of 3,717 MT of plastic waste during FY 2025-26.

In partnership with authorized service providers, Lupin also promotes recovery and beneficial reuse of waste materials. Over the past three years, significant volumes of waste have been repurposed as alternative raw materials or fuels for co-processing, reinforcing the Company's commitment to sustainable waste management and a circular economy approach.

- Plastic Waste: Collected under EPR obligations and sent to authorized recyclers and energy recovery partners.
- Hazardous Waste: Sent to authorized vendors for safe disposal through landfill, incineration, or co-processing in cement kilns.
- E-waste & Battery Waste: Sent to certified recyclers for safe and compliant recycling.
- Biomedical Waste: Handled by authorized BMW treatment facilities for safe disposal in accordance with regulatory requirements.
- Non-Hazardous Waste: Managed through approved vendors to ensure environmentally responsible disposal and resource recovery.
- We are 100% compliant with Extended Producer Responsibility (EPR) regulations under that Plastic Waste Management Regulations.

Few notable initiatives during FY 2025-26 as a result of our actions are:

- Packaging Optimization – Removal of Outer Cartons: Following technical and regulatory assessments, Lupin eliminated the use of outer cartons without compromising product quality, protection, or patient safety. This initiative resulted in the elimination of approximately 1.3 million cartons, saving ~13 MT of paper and generating cost savings of approximately INR 2.8 million.
- Digitalization of Package Inserts: Lupin replaced conventional paper package inserts with QR code-based digital information access across multiple products. This initiative enabled patients to conveniently access the latest product information while maintaining regulatory compliance. As a result, approximately 10 million paper inserts were eliminated, leading to savings of 43 MT of paper and approximately INR 21 million in costs.
- Less Plastic, More MedQuímica: At MedQuímica's manufacturing facility in Brazil, the "Less Plastic, More MedQuímica" initiative was launched to raise awareness about the environmental impact of single-use plastics and encourage sustainable behavior among employees. The

campaign gradually replaced disposable items with reusable alternatives and engaged employees through a symbolic “magic seed” activity, where each seed sprouted to reveal the word MedQuímica, illustrating how small individual actions can collectively create a meaningful environmental impact. By fostering shared responsibility and embedding sustainable practices into daily operations, the initiative successfully diverted approximately 1 ton of waste from landfill within just three months, demonstrating the effectiveness of employee-driven environmental action.

Targets and Progress:

Lupin is committed to reducing waste generation through clearly defined, measurable, and time-bound waste management objectives that drive resource efficiency and support our sustainability ambitions.

Key targets include:

- Reduce packaging waste by minimizing 10 MT of paper waste
- Ensuring 90% of incinerable hazardous waste generated in our India operations goes for pre-processing/co-processing
- Ensure 50% of our manufacturing sites in India are covered under “Zero Waste to Landfill” certification by 2030.

In FY 2025-26, we exceeded our target by saving ~13 MT of paper waste by removal of outer cartons in our products. Also, with 91.3% of incinerable hazardous waste directed to pre-processing and co-processing facilities we exceeded our waste target on hazardous waste.

We also attained Zero Waste to Landfill (ZWTL) certification of our manufacturing sites in India. Progress against these targets is monitored through regular audits, performance reviews, and internal governance mechanisms, ensuring accountability, continuous improvement, and alignment with Lupin's broader sustainability commitments.

The progress against these targets can also be referred to page no 91 of our FY 2025-26 Integrated report.

Link: https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

Investments in waste management (Innovation and R&D):

Lupin continues to invest in innovation, research, and cross-functional collaboration to reduce waste generation and advance sustainable manufacturing practices. Dedicated financial and human resources are deployed to identify, develop, and implement solutions that enhance resource efficiency and minimize waste across operations.

Key initiatives include –

- Packaging innovation efforts that promote recyclable and sustainable packaging solutions. The Company is also expanding the use of digital technologies, including QR code-based product information, to reduce paper consumption and packaging waste. Our continued investments in waste management innovation and R&D have enabled Lupin to significantly reduce packaging-related waste while enhancing operational efficiency and sustainability performance. Through targeted product and packaging optimization initiatives, including the elimination of outer cartons and the digitalization of package inserts, Lupin avoided the use

of approximately 11.3 million packaging components, resulting in savings of nearly 56 MT of paper. These innovations generated cost savings of approximately INR 23.8 million, while maintaining product quality, patient safety, and regulatory compliance. Beyond reducing waste at source, these initiatives support resource conservation, lower environmental impacts across the value chain, and advance Lupin's transition toward more sustainable and digitally enabled healthcare solutions.

- Our innovation and R&D in Green Chemistry projects focused on reducing solvent consumption and by-product generation in API manufacturing, formulation development programs aimed at minimizing material losses through process optimization. For example the Ankleshwar facility implemented process optimization initiatives focused on improving resource efficiency and waste reduction while maintaining operational excellence. Key interventions included material substitution in the Ethambutol Raw Material Cost (RMC) process, resulting in a 6% improvement in IPA (Isopropyl Alcohol) recovery, and the replacement of sulfuric acid with spent sulfuric acid through vendor development efforts. These initiatives reduced virgin resource consumption, enhanced circularity in manufacturing processes, and delivered annual cost savings of INR 24.3 million. The project demonstrates how site-level innovation can simultaneously create environmental value through resource conservation and business value through improved efficiency and cost optimization, supporting Lupin's broader sustainability and responsible manufacturing objectives.
- Further strengthening our circularity approach, we have installed biomass composting systems at manufacturing facilities to convert biodegradable waste into organic manure for on-site landscape management.

Training:

Lupin recognizes that employee awareness and engagement are critical to advancing sustainable waste management practices. In line with our EHS&S Policy and industry best practices, we conduct regular capacity-building and awareness programs focused on waste reduction, segregation, recycling, circularity, and regulatory compliance across all levels of the organization.

Training programs cover key topics –

- Identification and management of different waste streams
- Best practices in waste segregation, resource recovery, operational efficiency improvements
- Success stories and Case studies: Successful waste reduction initiatives implemented across sites.

To support our Zero Waste to Landfill (ZWL) journey, we have institutionalized structured learning programs that promote responsible waste management and circular economy principles. In FY 2025-26, we invested 135,200 man-hours in waste management and circularity training across our manufacturing facilities.

Recycling Programs and Certification:

We recycle or reuse, and process 100% of the non-hazardous waste generated by manufacturing operations.

In FY 2025-26, Lupin partnered with authorized external recyclers and waste management agencies to recycle 34,669 MT of waste generated across its operations. As a result of these efforts, 51% of the total waste generated during FY2025-26 was diverted for recycling, demonstrating Lupin's

commitment to resource recovery, circularity, and reducing the volume of waste sent for final disposal. This achievement reflects the effectiveness of our waste segregation, recycling, and sustainable waste management practices.

As part of our commitment to advancing circular economy principles, we aim to achieve Zero Waste to Landfill certification across 50% of our manufacturing facilities in India by 2030, driving higher waste diversion rates and reducing the environmental impacts associated with disposal.

Lupin's Research Park in Pune has been awarded LEED Platinum Certification for Operations and Maintenance by the U.S. Green Building Council, making it one of the first Indian pharmaceutical R&D facility to achieve this recognition. The certification reflects our strong commitment to sustainability and resource efficiency, including excellence in sustainable waste management practices. Guided by the principles of Reduce, Reuse, Recycle, and Repurpose, the facility has achieved near-zero waste to landfill, demonstrating effective resource recovery and circularity. This achievement highlights Lupin's ongoing efforts to embed sustainable practices into its operations while meeting globally recognized environmental performance standards.

Waste Diversion from Landfill Certification:

Lupin remains committed to advancing circular economy principles and minimizing the environmental impact of its operations through responsible waste management practices. Waste diversion from landfill is a key component of our sustainability strategy, focusing on reducing, reusing, recycling, recovering, and valorizing waste streams to maximize resource efficiency and minimize landfill disposal.

During FY2025-26, Lupin's waste diversion performance was independently verified by SGS India under its Zero Waste to Landfill verification methodology. The certification confirmed that our waste management systems, including waste segregation, collection, recycling, recovery, reuse, and disposal practices, are robust, reliable, and aligned with recognized industry standards. The assessment covered our manufacturing sites and validated their diversion rates based on waste generated and waste diverted from landfill.

Overall, Lupin maintained exceptionally high waste diversion rates across its manufacturing network, demonstrating strong performance in resource recovery and landfill avoidance. Our sites achieved Platinum-level and Gold level recognition for landfill diversion performance.

This achievement reflects Lupin's continued investment in sustainable waste management infrastructure, process improvements, and circular resource utilization. By maximizing waste recovery and minimizing landfill disposal, we reduce environmental impacts, support regulatory compliance, and contribute to a more resource-efficient and sustainable manufacturing ecosystem.

All of our waste generation and disposal data have been third party assured and verified by DNV Business Assurance India Pvt Limited & certificate is available on page no 214-219 of Integrated report FY 2025-26.

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Waste Disposal (2.3.2)

The following table provides Lupin's waste categorized under recycling, reusing, and disposal amounts across several fiscal years.

Non-Hazardous waste	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total waste recycled/reused	MT	6,982	14,695	20,081	22,263
Total waste disposed of (A+B)	MT	0	4,023	5,160	1,217
Waste landfilled (A)	MT	0	4,023	5,160	1,217
Waste incinerated with energy recovery	MT	0	0	0	0
Waste incinerated without energy recovery (B)	MT	0	0	0	0
Waste otherwise disposed	MT	0	0	0	0
Waste with unknown disposal method	MT	0	0	0	0
Data coverage (as % of)	Operations	100	100	100	100

Our target for Total Waste Disposal in FY2025-26 was 4,902 MT and we have achieved our goal for FY 2025-26 with 1217 MT of waste disposed.

We significantly reduced waste disposal through a combination of waste minimization initiatives, improved segregation practices, increased recycling and recovery efforts. By embedding circular economy principles into our operations and identifying opportunities to reuse materials wherever possible, we successfully limited the amount of waste sent for landfilled. As a result, total non-hazardous waste disposal was reduced to 1,217 MT demonstrating our commitment to responsible waste management and environmental stewardship.

Note: As per defined criteria & specific data requirements of S&P for Waste, the waste reported in this section includes only non-hazardous waste, while hazardous waste is disclosed separately in the subsequent next section.

Furthermore, waste generated from extraordinary activities (construction and demolition) has been excluded from the reported figures in accordance with the criteria & specific data requirements of S&P for Waste. Hence construction and demolition (C&D) waste disposed of at landfills has been excluded from the reported non-hazardous waste disposal data.

Assurance: The FY2025-26 non-hazardous waste indicators have been independently assured by DNV Business Assurance India Pvt. Ltd. under limited assurance. The assurance statement is available in the Integrated Report FY2025-26 on page no 214-219.

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Hazardous waste (2.3.3)

Shown below is a summary of hazardous waste, illustrating the recycled, reused, and disposed quantities over various fiscal years.

Hazardous Waste	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total hazardous waste recycled/reused	MT	11,679	12,630	16,567	17,411
Total hazardous waste disposed (A+B+C)	MT	20,652	20,751	19,315	16,466
Hazardous waste landfilled (A)	MT	9,651	12,169	10,080	8,211
Hazardous waste incinerated with energy recovery	MT	0	0	0	0
Hazardous waste incinerated without energy recovery (B)	MT	6838	1,248	1,060	974
Hazardous waste otherwise disposed (C) (Co-processing/preprocessing)	MT	4,163	7,334	8,175	7,281
Hazardous waste with unknown disposal method	MT	0	0	0	0
Data Coverage (as % of)	Operations	100	100	100	100

Our target for Total Hazardous Waste Disposal in FY2025-26 was 17,289 MT & we achieved the target.

The FY2025-26 hazardous waste indicators have been independently assured by DNV Business Assurance India Pvt. Ltd. under limited assurance. The assurance statement is available in the Integrated Report FY2025-26 on page no 214-219.

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Water

Water Efficiency Management Programs (2.4.1)

At Lupin, we recognize water as a vital natural resource and have established a comprehensive water management program focused on reducing freshwater withdrawals, enhancing water-use efficiency, increasing water recycling and reuse, promoting responsible wastewater management, and prioritizing interventions at facilities located in water-stressed regions. Our approach is guided by a structured water management framework that supports responsible resource use, long-term water security, and sustainable business operations. We also have Our Position on Water-

https://www.lupin.com/uploads/Our_Position_on_Water_413efe6bcd.pdf

The key enablers and action and progress in FY 2025-26 of our water management program are outlined below.

Water Consumption assessment:

Lupin has established a systematic approach to monitoring, evaluating, and optimizing water use across its operations, aligned with the principles of international management standards- ISO14001:2015 and ISO 46001:2019. This approach focuses on identifying water-intensive processes, assessing water quality impacts, monitoring consumption patterns, and implementing targeted initiatives to improve water-use efficiency.

Our periodic water use assessments help us to identify opportunities for improving water efficiency across our operations. During FY2025-26, we undertook a comprehensive analysis of water withdrawal, consumption, recycling, and discharge data across our manufacturing facilities and compared performance trends against FY2024-25 and trends in the past. This assessment enabled us to identify key areas of water use, evaluate site-specific water management practices, and prioritize interventions to enhance resource efficiency, particularly in water-stressed regions- Jammu, Nagpur, Pithampur, Ankleshwar and Chhatrapati Sambhajinagar.

The assessment revealed positive improvements in operational water performance and areas for opportunity. Total water consumption reduced from 1.69 million kL in FY2024-25 to 1.68 million kL in FY2025-26, while water intensity improved significantly from 7.63 kL per INR million revenue to 6.13 kL per INR million revenue. Facilities located in water-stressed areas also recorded improvements, with water intensity decreasing from 3.22 to 2.57 kL per INR million revenue, reflecting enhanced efficiency measures and optimized water management practices.

As part of the assessment process, Lupin continuously monitors water withdrawal sources, recycled water utilization, wastewater generation, and discharge patterns to identify opportunities for conservation and increased circularity. Insights from the assessment support targeted initiatives such as process optimization, water recycling and reuse, rainwater harvesting, condensate recovery, and operational controls aimed at reducing freshwater dependence.

The outcomes of our water use assessment demonstrate the effectiveness of our water stewardship approach and reinforce our commitment to responsible water management. By leveraging data-driven decision-making and continual performance reviews, Lupin is advancing water efficiency,

strengthening resilience in water-stressed geographies, and contributing to long-term environmental sustainability.

In FY2025-26, we strengthened our Water Savings League, an employee engagement initiative designed to promote water conservation across sites. The program included awareness campaigns, training sessions, and idea-generation platforms that encouraged employees to identify innovative water-saving opportunities within their areas of work. We undertook 5 internal audits to map our water consumption to identify leakages points and improve process efficiencies.

Initiatives and actions to reduce water consumption:

As on FY 2025-26, we have deployed the following actions to reduce water consumption:

- Zero Liquid Discharge (ZLD): Implemented at six manufacturing facilities, ensuring zero discharge of effluents into external water bodies.
- 4R Water Strategy: Guided by the principles of Reduce, Reuse, Recycle, and Recharge to maximize water efficiency.
- Advanced Wastewater Treatment: Process and domestic wastewater undergo multi-stage treatment, including primary, secondary, tertiary, UF, and RO systems.
- Water Reuse in Operations: Treated process wastewater is reused for boiler feed, cooling tower make-up, and other operational requirements.
- Reuse of Domestic Wastewater: Treated domestic wastewater is utilized for gardening, flushing, and other non-potable applications.
- Reduced Freshwater Dependence: Complete recycling and reuse of wastewater at ZLD facilities help conserve freshwater resources and enhance water security.

As part of these efforts, the water conservation initiatives implemented across our operations collectively resulted in an annual reduction of approximately 44,395 KL in freshwater withdrawal.

Wastewater quality management:

Lupin is committed to maintaining high standards of wastewater management across its manufacturing and research facilities. We have implemented a range of measures to ensure that the quality of discharged water meets regulatory and environmental standards, while also supporting our sustainability goals.

Key actions deployed in FY 2025-26 include:

- Effluent Monitoring and Sampling: Continuous and periodic sampling is conducted to monitor key parameters such as COD, BOD, TDS, and pH. This data is used to ensure compliance and guide corrective actions.
- Advanced Wastewater Treatment Systems: Facilities are equipped with multi-stage treatment plants including biological treatment, reverse osmosis, and activated carbon filtration tailored to the type of effluent generated.
- Water Discharge Controls: Automated systems regulate discharge volumes and quality, ensuring treated water meets prescribed norms before release or reuse.
- Internal Audits and Inspections: Regular inspections and third-party audits are conducted to assess system performance and identify areas for improvement.
- Water Reuse Initiatives: Treated wastewater is reused for non-potable applications such as cooling towers, gardening, and utility operations, reducing freshwater dependency.

As of FY 2025-26, Lupin continued to strengthen its commitment to responsible wastewater management through initiatives such as wastewater recycling and Zero Liquid Discharge (ZLD) systems at six manufacturing facilities. These measures enable the safe treatment and reuse of wastewater, minimize effluent discharge, reduce potential impacts on groundwater resources, and support efficient water resource management. Through these efforts, we reinforce our commitment to environmental stewardship and sustainable operations.

Over the last two years, Lupin has conducted antimicrobial resistance (AMR) risk assessments for five antibiotics covering Ethambutol, Linezolid, Isoniazid, Moxifloxacin, and Doxycycline. Wastewater samples from the assessed facilities demonstrated concentrations well below the established Predicted No-Effect Concentration (PNEC) thresholds, indicating effective wastewater treatment and management practices. These results reaffirm the robustness of our environmental controls and our commitment to responsible antibiotic manufacturing and AMR risk mitigation.

Targets and progress:

We have established clear, measurable, and time-bound water stewardship targets to improve water efficiency, reduce freshwater dependence, and strengthen long-term water resilience across our operations.

Water Recycling Target:

We have set a target to increase water recycling to 50% of total water withdrawal across our India operations by 2030. In FY2025-26, 45% of total water withdrawn was recycled, reflecting strong progress driven by wastewater reuse, Zero Liquid Discharge (ZLD) systems, process optimization, and water conservation initiatives.

Water Reduction Target:

We have also set a target to achieve a 10% reduction in absolute freshwater withdrawal from the FY2020-21 baseline by 2030. This target was achieved in FY2025-26 through the implementation of water efficiency measures, increased recycling and reuse, process improvements, and focused water conservation programs across our facilities.

In addition, we have maintained our Water Positive status for five consecutive years.

Water Positive status signifies that the volume of water replenished, recharged, and conserved through our water stewardship initiatives exceeds the volume of water consumed in our operations. This achievement reflects our continued investment in rainwater harvesting, groundwater recharge, wastewater recycling and reuse, and other water conservation initiatives.

Through these efforts, we continue to advance circular water management practices, reduce reliance on freshwater sources, and support long-term water security while creating sustainable value for the communities and ecosystems in which we operate.

FY2025-26 Progress

- **Water recycling:** 45% (towards the 50% target by 2030)
- **Absolute freshwater withdrawal reduction:** 10% reduction achieved from FY2020-21 baseline
- **Water positivity:** Maintained for the fifth consecutive year

Water Recycling:

Lupin has adopted a proactive approach to water conservation through the reuse and recycling of treated wastewater across its facilities. These initiatives are designed to reduce freshwater dependency and improve operational efficiency.

- **Treated Water Reuse:** At multiple manufacturing sites, treated wastewater is reused for non-potable applications such as cooling towers, boiler feed, and landscaping, significantly reducing freshwater intake.
- **Closed-Loop Systems:** In select API units, closed-loop water systems have been implemented to recycle process water, minimizing discharge and improving water efficiency.
- **Rainwater Harvesting Integration:** Rainwater collected on-site is treated and blended with recycled water for utility use, enhancing overall water availability.
- **Advanced Treatment Technologies:** Facilities are equipped with multi-stage treatment systems—including membrane filtration and reverse osmosis—to ensure water quality meets reuse standards.
- **Space-Efficient Solutions:** Compact modular treatment units have been deployed at space-constrained sites, enabling effective recycling without compromising operational layout.

Key initiatives identified and implemented in last two years include - water recycling, utilization of RO reject for cooling tower makeup, process RO reject reused for flushing and cleaning, and AHU condensate reused for cleaning. We have installed rainwater harvesting systems at our manufacturing plants to store the abundant rainwater during monsoon season experienced in India, further reducing freshwater withdrawal.

In FY2025-26, 45% of the total water withdrawn across our operations was sourced from recycled water, reflecting the effectiveness of our water conservation and reuse programs. By recovering and reusing treated water in suitable applications, Lupin has reduced freshwater demand, enhanced resource efficiency, and strengthened resilience in water-stressed locations. These initiatives form an integral part of our broader strategy to improve water efficiency, minimize environmental impacts, and support sustainable manufacturing operations.

Employee training: In FY2025-26, we conducted targeted training and awareness programs to strengthen employee capabilities in water conservation, use, recycling and sustainable water management. These programs provided practical guidance on efficient water use, wastewater treatment, freshwater optimization, and circular water practices such as water recycling and reuse. Tailored for engineering teams, utility personnel, Effluent Treatment Plant (ETP) and Zero Liquid Discharge (ZLD) operators, production staff, maintenance teams, and shop-floor employees, the sessions enhanced understanding of water-intensive processes and promoted responsible water management practices.

Key components of the training implemented in FY 2025-26 include:

- **Water Use Awareness:** Educating employees on how water is used across various processes — from cleaning and cooling to formulation — and its environmental impact.
- **Practical Conservation Techniques:** Training on simple, actionable steps to reduce water use in daily tasks, such as optimizing cleaning cycles, reporting leaks, and using water-efficient equipment.

- **Problem Identification and Innovation:** Encouraging employees to identify inefficiencies and propose solutions. For example, staff at our Chhatrapati Sambhajnagar facility suggested a change in CIP (Clean-in-Place) procedures that led to a 10% reduction in water use.
- **Site-Specific Workshops:** Customized sessions are held at different facilities to address local water challenges and share best practices.
- **Performance Tracking and Feedback:** Employees are shown how their actions contribute to site-level water performance metrics, fostering a sense of ownership and accountability.

In FY2025-26, we strengthened our water stewardship capabilities by provided training to employees on water conservation methodologies, efficient water management practices, wastewater treatment, recycling and reuse techniques, and industry-leading water stewardship approaches. These capacity-building initiatives enhanced employee awareness, technical expertise, and ownership of water management objectives across our operations.

Overall, 175,760 man-hours were dedicated to Water Conservation and Management training across our manufacturing facilities, reinforcing our commitment to responsible water use, continuous improvement, and long-term water sustainability.

In addition, our community-led watershed development programs addressed water scarcity and climate variability by reducing soil erosion, improving groundwater recharge, and enhancing water retention across landscapes. These efforts were supported with the building of contour trenches, bunds, check dams, farm ponds, and wells, contributing to the long-term sustainability of local water resources. In FY 2025-26 additional Water Storage Capacity of 833,869 Cu. M was created and 66 water harvesting structures were constructed.

Water Consumption (2.4.2)

The following table provides Lupin's Water Consumption across several fiscal years.

Description	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Water withdrawal (excluding saltwater)	Million m ³	1.62	1.694	1.766	1.721
Water discharge (excluding saltwater)		0.02	0.065	0.073	0.038
Total net freshwater consumption		1.60	1.629	1.693	1.684
Data coverage (as % of)	Operations	100	100	100	100

Our target for Freshwater Consumption in FY 2025-26 was 1.690 million m³ and we achieved the target and consumed less than our target.

The water consumption, withdrawal and discharge in the table above have been third party assured and verified by DNV Business Assurance India Pvt Limited on page no 214-219 of our Integrated report FY 2025-26.

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Climate Strategy

Direct Greenhouse Gas Emissions (Scope 1) (2.5.1)

The table below provides Lupin annual direct greenhouse gas emissions (Scope 1) for the last fiscal years.

Description	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total Scope 1 GHG emissions	tCO ₂ e	108,371	86,345	82,174	67,482
Data coverage (as % of)	Operations	100	100	100	100

Our target for Scope 1 GHG emissions in FY 2025-26 was 77,243 tCO₂e.

Scope 1 emissions data have been third party verified and assured by DNV Business Assurance India Pvt. Limited and is available on page no 214-219 of our Integrated report FY 2025-26.

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Indirect Greenhouse Gas Emissions (Scope 2) (2.5.2)

The table below provides Lupin annual indirect greenhouse gas emissions (Scope 2) over several fiscal years, featuring both location-based and market-based data.

Description	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total Scope 2 GHG emissions – Location Based	tCO ₂ e	349,915	306,503	300,872	279,520
Data coverage (as % of)	Operations	100	100	100	100
Total Scope 2 GHG emissions – Market Based	tCO ₂ e	340,945	277,320	249,975	194,670
Data coverage (as % of)	Operations	100	100	100	100

Our target for Scope 2 GHG emissions in FY2025-26 was:

- Location based: 282,820 tCO₂-e
- Market based: 234,977 tCO₂-e

Scope 2 (location and market based) have been third party verified and assured by DNV Business Assurance India Pvt. Limited which is available on page no 214-219 of Integrated report FY 2025-26.

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Indirect Greenhouse Gas Emissions (Scope 3) (2.5.3)

The table below provides Lupin's annual indirect greenhouse gas emissions (Scope 3) presented across various fiscal years.

Description	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total Scope 3 GHG emissions	tCO ₂ e	854,936	1,119,125	1,018,683	1,065,547

Our target for Scope 3 GHG emissions in FY 2025-26 was 1,108,939 tCO₂e.

Scope 3 have been third party verified and assured by DNV Business Assurance India Pvt. Limited which is available on page no 214-219 of Integrated report FY 2025-26.

Link: https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

https://www.lupin.com/uploads/Independent_Assurance_Statement_IR_4a56320805.pdf

Scope 3 emissions category wise and methodology:

Scope 3 emissions for FY 2025-26 are outlined by category, including the methodologies employed for their calculation below.

Category	FY 2025-26 (tCO ₂ e)	Methodology
Purchased Goods and Services	477,762	Lupin utilizes a hybrid approach combining both spend-based and supplier-specific data to calculate category 1 emissions.
Capital Goods	6,795	Spend Based Methodology which involves estimating emissions for goods by collecting data on the economic value of goods purchased and multiplying by relevant secondary (e.g., industry average) emission factors (e.g., average emissions per monetary value of goods).
Fuel and Energy Related Activities	53,939	Average-data method Electricity – Considering Transmission and Distribution losses for country Fuel – Well-to-Tank emission factors are considered. Steam purchased – District heating emission factors in considered.
Upstream Transportation and Distribution	43,383	Distance-based method, which involves determining the mass, distance, and mode of each shipment, then applying the appropriate mass-distance emission factor for the vehicle used.
Waste Generated in Operations	10,887	Waste-type-specific method, which involves using emission factors for specific waste types and waste treatment methods.
Business Travel	30,022	Distance-based method which involves determining the distance and mode of business trips, then applying the appropriate emission factor for the mode used
Employee Commute	8,414	Distance-based method, which involves collecting data from employees on commuting patterns (e.g., distance travelled, and mode used for commuting) and applying appropriate emission factors for the modes used.
Upstream Leased Assets	0	Lupin does not have any upstream leased assets. Hence this category is not applicable.
Downstream transportation and distribution	38,834	Distance based Method- This method involves determining the mass, distance, and mode of each shipment, then applying the appropriate mass-distance emission factor for the vehicle used.

Processing Sold Products	18,460	Average-data method- Lupin estimates emissions from the processing of Active Pharmaceutical Ingredients (APIs) by calculating emissions intensity based on Scope 1 and 2 emissions from its plants in Jammu, Sikkim, and Chhatrapati Sambhajinagar. Although direct energy consumption data from customers is unavailable, Lupin multiplies the emission intensity by the API sold to third parties to estimate associated emissions.
Use of Sold Products	375,026	Emissions during the Direct use phase - Lupin quantifies emissions from inhalers containing greenhouse gas propellants (HFAs) by collecting sales volumes and calculating emissions using IPCC AR6 emission factors, assuming full discharge of propellants. Emissions from other products, such as capsules and tablets, are not considered, as they do not contribute to climate impact during the use phase.
End of Life Treatment of Sold Products	19	Total mass of sold products and packaging from the point of sale by the reporting company to the end-of-life after consumer use (e.g., packaging used to transport products through to the point of retail and any packaging that is disposed of prior to the end-of-life of the final product.)
Downstream Leased Assets	0	Lupin does not have any Downstream leased assets. Hence this category is not applicable.
Franchises	2,008	Lupin calculates Scope 1 and 2 emissions for its franchises, Lupimitra and Lupin Diagnostics, by considering their electricity and fuel consumption.
Investments	0	Lupin is not involved in investment activities. Hence, this category is not relevant and not applicable.
Other Upstream	0	There are no other upstream activities, hence it is not applicable.
Other Downstream	0	There are no other downstream activities, hence this category is not applicable.
Total	1,065,547	

Scope 3 numbers have been third party verified and assured by DNV Business Assurance India Pvt. Limited & statement is available on page no 214-219 of Integrated report FY 2025-26.

Link: https://www.lupin.com/uploads/Integrated_Report_FY_2026_0b2ebf782e.pdf

https://www.lupin.com/uploads/Independent_Assurance_Statement_IR_4a56320805.pdf

Climate Governance (2.5.4)

Board oversight:

The Sustainability and Corporate Social Responsibility (SCSR) Board Committee is comprised of five Directors, out of which two are Independent Directors.

Climate governance at Lupin is led at the Board level by the Sustainability and Corporate Social Responsibility (SCSR) Committee, which provides strategic direction and ensures focused management of climate and ESG risks and opportunities. The Committee oversees climate-related risks, opportunities, strategy, performance, and disclosures as part of its broader responsibility for ESG governance.

Climate-related issues are discussed by the Board of Directors, at least annually (2 times a year), during the proceedings of board-designated Sustainability and Corporate Social Responsibility

(SCSR) Committee meetings. In FY 2025-26, these meetings were attended by all the Members of the Committee.

	Responsibility
Board of Directors:	Oversee the integration of Climate & ESG considerations into business strategy.
Sustainability and Corporate Social Responsibility (SCSR) Board Committee:	Provides strategic guidance and oversees Climate and other ESG governance.

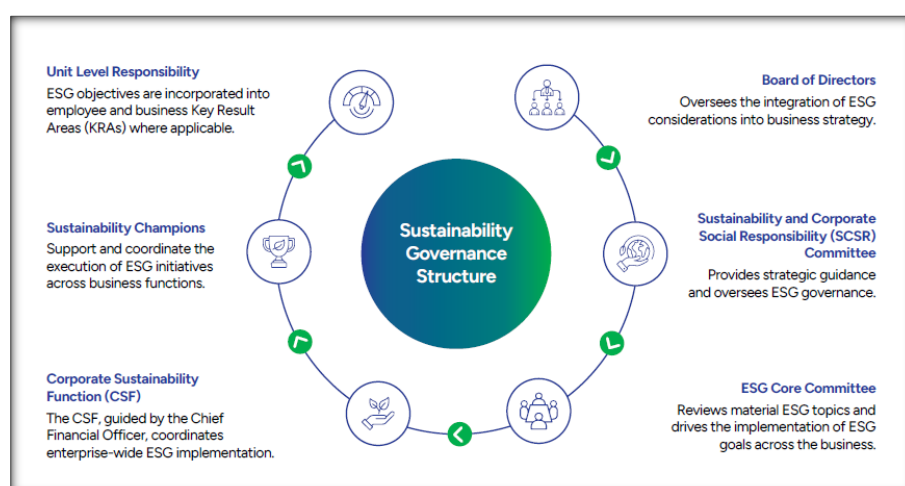
Management responsibility:

In addition, the ESG core committee overseen by the Sustainability & CSR committee meets every month to review climate-related initiatives at Lupin.

At the executive level, the ESG Core Committee, comprising the Managing Director, Executive Director and Global CFO, President - Global Human Resources, and Chief Technical Operations Officer, oversees climate, ESG performance, strategy execution, and risk management. The Committee is responsible for reviewing climate-related initiatives, monitoring progress against climate-related goals, overseeing the implementation of climate-related strategies, and supporting the management of climate-related risks and opportunities.

This two-tier governance structure ensures that ESG priorities are consistently embedded, measurable, and integrated into business operations.

	Responsibility
ESG Core Committee:	Reviews material Climate and other ESG topics and drives the implementation of ESG goals across the business.
Corporate Sustainability Function (CSF):	CSF, guided by the Chief Financial Officer, coordinates enterprise-wide Climate and ESG implementation.
Sustainability Champions:	Support and coordinate the execution of Climate and other ESG initiatives across business functions.
Unit Level Responsibility:	Climate and other ESG objectives are incorporated into employee and business Key Result Areas (KRAs) where applicable.



TCFD Disclosure (2.5.5)

Lupin's climate risk assessment is aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and encompasses both physical risks arising from climate-related hazards and transition risks associated with the global shift toward a low-carbon economy. Climate-related considerations are embedded within the Company's Enterprise Risk Management (ERM) framework, informing strategic decision-making, operational resilience, business continuity planning, and transition readiness.

Climate Change across the overall value chain has been identified as a material topic through Lupin's FY2025-26 Double Materiality Assessment and is integrated into enterprise risk management and strategic planning. Lupin supports the goals of the Paris Agreement and aligns its climate strategy, operations, and SBTi-validated emissions-reduction targets with a 1.5°C pathway and its ambition to achieve net-zero greenhouse gas emissions by 2050.

Our TCFD report is available on Lupin's website -

https://www.lupin.com/uploads/TCFD_Report_2025_26_Final_ca598ca59b.pdf

Governance –

a) Board's oversight of climate-related risks and opportunities

Lupin has strengthened its climate governance by establishing dedicated oversight mechanisms, defining climate-related targets and metrics, and integrating climate considerations into strategic planning, business continuity, operational resilience, and transition readiness initiatives.

The Board, through its Sustainability and Corporate Social Responsibility (SCSR) Committee, oversees the identification, assessment, and management of climate-related risks and opportunities, including reviewing climate risk assessment and scenario analysis outcomes.

The SCSR Committee also provides strategic direction on ESG matters, reviews Lupin's sustainability strategy and performance, and monitors ESG and climate-related disclosures.

The SCSR Committee comprises five Directors, including two Independent Directors, ensuring balanced and independent oversight. Climate-related matters are formally reviewed through the SCSR Committee at least twice a year, enabling regular assessment of climate risks, opportunities, performance, and progress against sustainability commitments.

b) Management's role in assessing and managing climate-related risks and opportunities.

Management is responsible for assessing and managing climate-related risks and opportunities through the Enterprise Risk Management (ERM) framework. Dedicated teams conduct climate risk assessments, implement mitigation measures, monitor performance against targets, allocate resources, and regularly report progress to the SCSR Committee to support climate resilience and informed decision-making.

At the executive level, the ESG Core Committee comprises the Managing Director, Executive Director & Global CFO, CTOO, and President – Global Human Resources. The Committee reviews ESG performance, evaluates strategic objectives, and oversees risk management and policy implementation in alignment with Lupin's sustainability priorities.

The ESG Core Committee also periodically reviews climate-related public-policy engagement, trade-association memberships, advocacy activities, disclosures, emerging regulatory developments, and public-policy positions to ensure alignment with Lupin's Climate Policy Principles, SBTi-validated targets, and the objectives of the Paris Agreement.

This two-tier governance structure ensures that climate-related considerations and other sustainability areas are embedded across the organization and supported by appropriate oversight, accountability, and resources.

Strategy:

a) Climate-related risks and opportunities our organization identified-short, medium, and long term

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), Lupin assesses climate-related risks and opportunities across short-term (up to 2030), medium-term (up to 2040), and long-term (up to 2050) horizons. The assessment evaluates the potential impact of climate change on business operations, strategy, and financial performance, enabling informed decision-making and enhanced stakeholder engagement.

Climate-related risks were assessed using IPCC climate scenarios for physical risks and internationally recognized transition scenarios for regulatory, market, technology, and reputational risks for 17 sites/locations situated in India and abroad. According to IPCC AR5, risk (or impact) (R) is a function of hazard (H), exposure (E) and vulnerability (V). The assessment covered key physical hazards such as heatwaves, water stress, flooding, extreme rainfall, droughts, cyclones, and sea-level rise, alongside transition risks arising from evolving climate policies, carbon pricing mechanisms, technological advancements, and changing market expectations.

For physical risks, the assessment considered RCP 4.5/SSP2, representing a "middle of the road" pathway, and RCP 8.5/SSP5, representing fossil-fueled development, across the projection periods 2020-2039 and 2040-2059. A composite climate-risk index was developed using acute and chronic hazards, together with a vulnerability index covering site exposure, sensitivity, and adaptive capacity.

The analysis identified Temperature extremes, Cyclones, Water stress, and Coastal flooding as key physical risks with the potential to impact operations and supply chains. Regulatory developments, including increasing climate disclosure requirements and potential carbon pricing measures, were recognized as important transition risks. At the same time, Lupin sees significant opportunities in the transition to a low-carbon economy through investments in energy efficiency, renewable energy, sustainable technologies, and innovation.

Under the SSP2 scenario, the Vadodara and Kalpataru, Mumbai sites are expected to be most affected by climate hazards by 2060. Under SSP5, Vadodara, Kalpataru, Chhatrapati Sambhajnagar, and Mandideep are expected to be most affected. The principal drivers at these locations include an increase in hot days, cyclones, changing precipitation patterns, and water stress.

Climate transition risks, including emerging carbon pricing mechanisms, evolving climate regulations, and market expectations associated with decarbonization requirements, are assessed as part of the Company's broader risk identification process and are used to inform long-term strategic planning and transition readiness. Transition-risk scenario analysis was conducted up to 2050 using Network for Greening the Financial System scenarios. These include Below 2°C, Net Zero 2050 aligned with

1.5°C, Delayed Transition, Divergent Net Zero, and the Nationally Determined Contributions scenario. The assessment considers differences in climate-policy stringency, timing, policy coordination, technology availability, and associated implications for Lupin.

The resulting transition risks include potential increases in operating and compliance costs from carbon-pricing mechanisms, carbon taxes, stricter emissions norms, disclosure obligations, energy-price changes, and differing regulatory requirements across Lupin's operating markets. Market and technology risks include increases in electricity and raw-material costs, continued dependence on fossil fuels, and the capital investment required to transition manufacturing operations to renewable energy and low-carbon technologies.

The assessment also identified climate-related opportunities from energy and resource efficiency, renewable-energy procurement, climate-resilient supply chains, sustainable product innovation, low-GWP inhaler technologies, and lower-carbon logistics.

Further information is detailed in our TCFD report available on our website- https://www.lupin.com/uploads/TCFD_Report_2025_26_Final_ca598ca59b.pdf

b) Impact of climate-related risks and opportunities on our organization's businesses, strategy, and financial planning

In line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), Lupin assesses climate-related risks and opportunities across short-term (up to 2030), medium-term (up to 2040), and long-term (up to 2050) horizons. The assessment evaluates the potential impact of climate change on business operations, strategy, and financial performance, enabling informed decision-making and enhanced stakeholder engagement.

The analysis identified Temperature extremes, Cyclones, Water stress, and Coastal flooding as key physical risks with the potential to impact operations and supply chains. Regulatory developments, including increasing climate disclosure requirements and potential carbon pricing measures, were recognized as important transition risks. At the same time, Lupin sees significant opportunities in the transition to a low-carbon economy through investments in energy efficiency, renewable energy, sustainable technologies, and innovation.

The assessment links physical hazards to specific operational and potential financial consequences. Higher temperatures can increase cooling-energy demand and air-conditioning costs, affect employee health and productivity, and create risks for product storage. Cyclones can damage buildings and utilities, interrupt power and communications, and disrupt manufacturing and logistics. Water stress and drought can constrain water availability for manufacturing, cooling towers, cleanrooms, sanitation, and effluent-treatment systems, resulting in higher sourcing costs, tariffs, or operating restrictions. Coastal and localized flooding can damage infrastructure, interrupt transport and energy supply, require costly repairs, and reduce operational profitability. Wildfire exposure can affect indoor air quality, sensitive pharmaceutical operations, logistics, utilities, and business continuity.

Transition risks may affect financial planning through higher energy and raw-material costs, carbon taxes or pricing mechanisms, compliance expenditure, technology investment requirements, and expenditure needed to replace fossil-fuel-dependent systems. Lupin has assessed the policy and legal, market, technology, and reputational categories of transition risk, with the assessed residual

risk levels in the TCFD report generally characterized as low after considering existing and planned mitigation measures.

To strengthen climate resilience and reduce its environmental footprint, Lupin continues to expand renewable energy use across its operations and implement energy-efficiency initiatives. The Company remains committed to advancing its decarbonization journey, enhancing resource efficiency, and integrating climate considerations into its long-term business strategy.

Also, we have developed a context-specific plan to address physical climate risks across both existing and new operations. This plan includes a defined target and timeline for implementing appropriate adaptation measures in existing operations. Additionally, the risk assessment and adaptation strategy comprehensively cover all new operations to ensure resilience against physical climate risks.

Further details of impact and our plans are available under Strategy section in our TCFD report.

c) Resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario

To evaluate the resilience of our business strategy, we performed climate scenario analysis (2°C or lower scenario), including a transition scenario aligned with a 1.5°C. The assessment examined the potential impacts of various climate futures and informed the identification of appropriate adaptation and mitigation measures. The insights gained support informed decision-making, strengthen organizational resilience, enhance transition readiness, and help align our strategy with emerging climate-related risks and opportunities in a low-carbon economy.

The transition analysis includes the NGFS Below 2°C scenario, which progressively increases the stringency of climate policies and provides a 67% probability of limiting warming to below 2°C, and the NGFS Net Zero 2050 scenario, which limits warming to 1.5°C through stringent climate policies, innovation, and achievement of global net zero by 2050. Lupin also assessed Delayed Transition and Divergent Net Zero pathways to examine the implications of disorderly, uneven, or higher-cost transitions, together with an NDC scenario reflecting currently announced national commitments.

For physical risks, Lupin assessed both RCP 4.5/SSP2 and the more severe RCP 8.5/SSP5 pathway for 2020-2039 and 2040-2059. The analysis identifies the sites and climate hazards requiring prioritized adaptation, with a higher short-term preference for adaptation action at Vadodara, Mumbai, Mandideep, and Chhatrapati Sambhajinagar.

The resilience assessment informs the integration of renewable energy, energy efficiency, water security, resilient infrastructure, emergency preparedness, insurance, low-carbon products, sustainable logistics, and supply-chain engagement into Lupin's strategy. It also supports medium- and long-term decisions by testing how different policies, technology, market, and physical-climate conditions may affect operations and capital requirements.

Risk management –

a) Processes for identifying and assessing climate-related risks-

Climate-related risks were assessed using IPCC climate scenarios for physical risks and internationally recognized transition scenarios for regulatory, market, technology, and reputational

risks. The assessment covered key physical hazards such as heatwaves, water stress, flooding, extreme rainfall, droughts, cyclones, and sea-level rise, alongside transition risks arising from evolving climate policies, carbon pricing mechanisms, technological advancements, and changing market expectations.

Identified risks are prioritized based on their likelihood and potential impact.

The assessment incorporates input from Lupin's Double Materiality Assessment and TCFD-aligned climate risk assessment process to identify and evaluate both physical and transition climate-related risks across the value chain.

Climate-related risks are considered alongside financial, operational, strategic, and regulatory risks. Risk owners continuously scan internal and external environments to identify emerging risks and opportunities, while Lupin's annual risk assessment evaluates risks according to likelihood of occurrence and potential impact.

The Double Materiality Assessment evaluates climate-related matters from both financial-materiality and impact-materiality perspectives and incorporates input from business-vertical leaders and relevant stakeholders. Lupin identified 21 high-priority material areas in FY2025-26, including Climate Change across the overall value chain, Energy Management, Pollution, Water Management, Circularity and Waste Management, and Sustainable Supply Chain and Responsible Procurement.

Physical-risk assessment uses hazard, exposure, sensitivity, and adaptive-capacity factors to determine site vulnerability and develop a composite climate-risk index. Scenario planning and sensitivity analyses are increasingly used to assess the implications of strategic and operational climate-related risks.

b) Processes for managing climate-related risks

We manage climate-related risks through targeted mitigation and adaptation measures integrated into business operations and strategic planning. Identified risks are prioritized based on their likelihood and potential impact, with action plans developed to enhance operational resilience, business continuity, resource efficiency, and transition readiness. Performance metrics, targets, and regular monitoring processes support effective risk management and continuous improvement.

Climate-related risks are monitored through defined risk ownership structures, regular reviews, and mitigation plans within the ERM process to support resilience and business continuity across operations and supply chains.

Each identified risk or opportunity is mapped to a designated risk owner from senior leadership, supported by site and functional teams. Risk owners develop and implement mitigation plans, monitor progress, and report outcomes through quarterly risk review meetings. The risk register is periodically revised and reported to the Board-level Risk Management Committee twice annually.

Lupin follows a Three Lines of Defense approach. Management owns and implements risk mitigation; the independent Internal Audit function provides assurance through annual reviews of risk-management effectiveness; and the Board and Risk Management Committee provide oversight. External experts independently assess Lupin's audit and risk-management processes every two years, and Lupin is working toward alignment with ISO 31000.

Climate-risk management measures include decarbonization initiatives, renewable-energy adoption, fuel transition, energy efficiency, water stewardship, supplier engagement, climate-resilient infrastructure, emergency-response planning, business-continuity arrangements, insurance, and community resilience programs.

c) Integration of Climate risk into the organization's overall risk management

Climate-related considerations are embedded within the Company's Enterprise Risk Management (ERM) framework, informing strategic decision-making, operational resilience, business continuity planning, and transition readiness.

Management is responsible for assessing and managing climate-related risks and opportunities through the Enterprise Risk Management (ERM) framework. Dedicated teams conduct climate risk assessments, implement mitigation measures, monitor performance against targets, allocate resources, and regularly report progress to the SCSR Committee to support climate resilience and informed decision-making.

The ERM framework integrates strategic, operational, financial, technology, geopolitical, governance, and ESG risks, including climate-related risks. Climate change risks are explicitly identified, assessed, monitored, and reported through the Company's risk governance structure, enabling early identification of emerging risks and proactive mitigation. Climate considerations are incorporated into annual risk assessments, Double Materiality Assessments, scenario analyses, risk-monitoring activities, mitigation planning, business decisions, and resource allocation. Accountability is reinforced by incorporating achievement of risk-mitigation actions and goals into annual performance evaluations, directly affecting executive and employee compensation and incentives.

Metrics and Targets:

a) Metrics used to assess climate-related risks and opportunities in line with its strategy and risk management process:

Lupin uses a combination of operational, environmental, value chain, and strategic metrics to assess and manage climate-related risks and opportunities in line with its climate strategy and enterprise risk management framework. These metrics support the monitoring of physical and transition climate risks and inform strategic decision-making

Climate change has been identified as a material topic through the Company's Double Materiality Assessment and is integrated into strategic planning and risk management processes.

Key climate-related metrics monitored by Lupin include:

- Scope 1 greenhouse gas (GHG) emissions from direct operations.
- Scope 2 GHG emissions associated with purchased electricity.
- Scope 3 GHG emissions across the value chain.
- GHG emissions intensity and decarbonization progress against Science Based Targets initiative (SBTi) commitments.
- Renewable electricity share across operations.
- Supplier ESG assessment and critical supplier coverage under the ESG framework.
- Energy consumption and transition to renewable energy.
- Water withdrawal, freshwater intensity and water recycling rates.

- Waste generation and Zero Waste to Landfill (ZWTL) performance.
- Climate-related physical and transition risks identified through scenario analysis.
- Climate-related opportunities associated with renewable energy procurement, operational efficiency, sustainable product innovation, and supply chain resilience.

These metrics are regularly reviewed by management through the ESG Core Committee and by the Board-level Sustainability and Corporate Social Responsibility (SCSR) Committee as part of climate governance and risk oversight.

b) Scope 1, Scope 2 and Scope 3 GHG emissions and related risks:

Lupin measures and discloses Scope 1, Scope 2 and Scope 3 emissions in accordance with the GHG Protocol and has established SBTi-validated emissions reduction targets covering operational and value chain emissions

Emissions in in tCO₂e

Scope (s)	FY2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Scope 1	108,371	86,345	82,174	67,482
Scope 2	340,945	277,320	249,975	194,670
Scope 1 & 2 emissions	449,316	363,665	332,149	262,152
Scope 3	854,936	1,119,125	1,018,683	1,065,547

Scope 3 emissions represent approximately 80% of Lupin's total carbon footprint and therefore remain a key focus area within the Company's decarbonization strategy. Major emission sources include purchased goods and services, use of sold products, transportation and distribution, fuel and energy related activities, and business travel.

The emissions profile demonstrates that Lupin's most significant value-chain exposure remains outside its direct operations, emphasizing the importance of supplier engagement, sustainable procurement, product innovation, transportation-mode changes, and value-chain decarbonization.

Climate-Related Risks:

Transition Risks:

- Emerging carbon pricing mechanisms and climate regulations.
- Increasing regulatory and disclosure requirements across global markets.
- Supplier transition and value chain decarbonization risks.
- Changes in stakeholder and investor expectations related to climate performance.

The transition-risk assessment also considers potential increases in power and raw-material costs, carbon taxes, stricter emissions standards, capital investment in renewable-energy systems, differences in carbon-pricing policies across jurisdictions, and the possibility of the pharmaceutical sector being included in future emissions-trading requirements.

Physical Risks:

- Extreme weather events affecting manufacturing sites and logistics.
- Water stress and resource availability in certain operating regions.
- Supply chain disruptions resulting from climate-related events.

- Increased operational costs due to changing climate conditions.

Lupin conducts climate scenario analysis covering both physical and transition risks to assess resilience under different climate futures and inform strategic decision-making.

c) Targets used to manage climate-related risks and opportunities and performance against targets:

Lupin has established science-based climate targets validated by the Science Based Targets initiative (SBTi), aligned with a 1.5°C pathway and the Company's long-term ambition to achieve net-zero greenhouse gas emissions by 2050

Metric	Target	FY 2025-26 Performance
Scope 1 & Scope 2 Emissions	42% reduction from FY23 baseline by FY30	41% reduction achieved
Scope 3 Emissions	61% intensity reduction from FY24 baseline by FY34	35% reduction achieved
Renewable Electricity	35% of electricity by FY30	31% achieved
Water Recycling	50% by FY30	45% achieved
Fresh Water Withdrawal Reduction	10% reduction from FY21 baseline by FY30	10% achieved
Zero Waste to Landfill (ZWTL)	50% manufacturing sites by FY30	53% achieved
Critical Supplier ESG Coverage	100% coverage within three-year cycle	Ongoing implementation

We continue to monitor our progress against these targets and ensure that we improve our environmental performance and conduct our business responsibly and consciously.

To achieve these targets, Lupin is implementing a comprehensive decarbonization strategy focused on renewable energy procurement, energy efficiency initiatives, supply chain engagement, low-carbon operations, sustainable logistics, water stewardship, waste reduction, and supplier ESG integration. The Company is also engaging more than 400 critical and strategic suppliers to strengthen climate performance, emissions measurement, renewable energy adoption, and value-chain decarbonization.

Lupin has made significant progress against its climate commitments, including a 41% reduction in Scope 1 and Scope 2 emissions, supported by renewable energy adoption, value-chain decarbonization, forward-looking scenario analysis, site-specific adaptation planning, sustainable product innovation, supplier engagement, and strong governance and accountability mechanisms. Together, these elements demonstrate integration of the TCFD framework into governance, strategy, enterprise risk management, financial and operational planning, and performance monitoring.

Climate related Management Incentives (2.5.6)

To strengthen accountability for ESG performance and drive progress toward its sustainability ambitions, Lupin integrates material ESG objectives and Key Performance Indicators (KPIs) into the variable compensation framework for senior leadership and relevant employees. ESG-related goals form an integral part of the performance evaluation process for the Chief Executive Officer, Managing Director, Global Chief Financial Officer, Presidents, Business Unit Heads, and other designated employees. Achievement against these objectives directly influences annual performance bonuses and variable remuneration, reinforcing the alignment of ESG priorities with the Company's purpose, strategic direction, and long-term value creation goals.

For FY 2025-26, Lupin's ESG performance targets focused on key priority areas, including climate action and greenhouse gas (GHG) emissions reduction, water stewardship and recycling, waste management, biodiversity conservation, Diversity, Equity and Inclusion (DEI), supplier ESG assessments, patient-centric innovation, and improving access and affordability. Responsibility for these targets is assigned to the respective Presidents accountable for each focus area and is subsequently cascaded across relevant business functions. Each target carries defined weightages within the Annual Performance and Year-End Rewards process, ensuring clear accountability and driving organization-wide ownership of ESG outcomes.

High-performing individuals who embody Lupin's values and ESG are also celebrated through "The Desh Bandhu Gupta Spirit of Lupin Awards", a prestigious recognition of excellence in integrity, customer focus, innovation, and care.

Key climate related incentives and their impacts are described in the table below.

Eligible Incentive Recipients	Type of incentive	KPIs Linked/Incentivized:	Description
Chief Executive Officer	Monetary	<u>Emission Reduction</u> <u>Emission Reduction Goals:</u> 1. 42% reduction in Scope 1 & 2 GHG emissions by 2030 2. 61.07% reduction in Scope-3 emissions by 2034 3. Achieve 35% renewable electricity share by 2030	For Chief Executive Officer the performance evaluation is deeply integrated with the company's ESG strategy including the climate goals. ESG goals such as Emission reduction is aligned with Lupin's material priorities, are embedded into individual scorecards to ensure a direct connection between strategic objectives and personal accountability. Achievement against these ESG-linked KPIs has a tangible impact on both monetary and non-monetary outcomes, influencing annual bonuses, salary increments, and the allocation of ESOPs as applicable. This approach reinforces a culture of sustainability-driven leadership and ensures that climate and ESG performance are central to executive decision-making.
Senior Mid Management - Presidents	Monetary	<u>Targets:</u> 1. 50% of our manufacturing sites in India to attain Zero Waste to landfill certification by 2030. 2. 100% of global sites to be covered by biodiversity assessment 3. 90% of incinerable hazardous waste generated in our Indian operations goes for preprocessing/coprocessing (year over year)	Our ESG targets for FY2025-26 have been shaped by a comprehensive, enterprise-wide materiality assessment, ensuring a sharp focus on high-impact areas. These objectives and targets such as zero waste to landfill certification, biodiversity assessment, water reduction and waste pre/coprocessing are owned by functional Presidents and cascaded throughout the organization. They are integrated into annual performance reviews and are weighed within the year-end rewards process, reinforcing accountability and alignment with our sustainability goals. Achievement against these ESG-linked KPIs has a tangible impact on both monetary and non-monetary

		4. 10% Reduction in absolute water withdrawal from FY21 by 2030	outcomes, influencing annual bonuses, salary increments, and the allocation of ESOPs as applicable
Business Unit Managers – Procurement Leads	Monetary	<u>Engagement:</u> 1. Supply Chain Engagement: 100% Coverage of critical suppliers (RM and PM) through ESG framework within a three-year cycle 2. Contribute to supply chain emission reduction to attain Lupin's overall Scope 3 emissions reduction of 61% by 2034.	The business unit managers at Global Technical Operations (GTO) are responsible for Climate goals pertaining to Supply Chain Engagement and Management. These goals are embedded for the procurement leads at the beginning of year in their goals and are reviewed at regular intervals to monitor performance. These goals are linked to their performance bonus and variable compensation.
Employees	Recognition	<u>Resource Use and Efficiency:</u> Water conservation & recycling, Energy Conservation & Reduction, Near Miss Reporting, etc.	At Lupin, we honour high-performing individuals who exemplify our values and remain focused on their goals through the prestigious <i>Desh Bandhu Gupta Spirit of Lupin Awards</i> —a distinguished recognition of excellence. Our pioneering <i>Environment, Health and Safety Awards and Accolade System (EHSAAS)</i> celebrates exceptional contributions to EHS performance, including initiatives that reduce greenhouse gas emissions and promote resource conservation such as water and recycling and energy conservation and reduction. This recognition framework reinforces our 'EHS First' culture across all facilities—for both employees and contractors—and drives continuous improvement in our environmental performance and management systems.

Climate Risk Management (2.5.7)

In FY 2025-26, Lupin further strengthened its climate risk management framework by deepening the integration of climate-related risks and opportunities into its Enterprise Risk Management (ERM) processes, strategic planning, and business decision-making. Climate-related risks are assessed in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and encompass both physical risks arising from climate hazards and transition risks associated with the global shift toward a low-carbon economy. These assessments are integrated into annual risk reviews, double materiality assessments, scenario analysis, business continuity planning, short term and medium term and long-term strategic planning.

Integration into Enterprise-wide Risk Management (ERM):

Lupin has established a comprehensive climate risk management process that is fully integrated into its enterprise-wide risk management (ERM) framework. Through a documented and centralized

approach, climate-related risks and opportunities are identified, assessed, prioritized, monitored, and managed alongside other strategic, operational, financial, regulatory, and reputational risks.

Climate-related risks are governed through the same processes used for all material business risks. Risk owners continuously monitor the internal and external environment, while the annual risk assessment evaluates risks based on their likelihood and potential impact. Each identified risk is assigned to a senior leadership risk owner, supported by relevant site and functional teams.

Types of climate-related risk included:

All risks are usually bucketed into one of the following – Pricing Pressure and Competitive, Regulatory (Legal Risk), Current regulations, Emerging regulations, Environmental Health and Safety, Cyber Security & Data Privacy (Technology Risk), Ethical Conduct (Reputational Risk), Financial, Market Risk, Acute and Chronic Physical risks.

Once risks are categorized into their corresponding buckets, an in-depth assessment is carried out to prioritize them based on their likelihood and severity. This assessment includes the identification of a risk using a range of qualitative and quantitative measures. Risks are usually then categorized into low, medium, and high ranking.

This integrated process enables us to evaluate the potential impacts of both physical and transition climate risks across our operations, value chain, and business strategy while ensuring alignment with broader corporate risk management objectives.

Climate-related considerations are embedded within regular risk assessments, scenario analyses, business planning, and decision-making processes, allowing for a coordinated and multidisciplinary evaluation of risks and opportunities. The outcomes of these assessments are incorporated into risk mitigation plans, investment decisions, and strategic initiatives, ensuring that climate resilience and sustainability considerations are systematically addressed across the organization. This approach strengthens Lupin's ability to manage emerging climate-related challenges, capitalize on opportunities arising from the low-carbon transition, and support long-term business resilience and value creation.

Lupin has adopted a comprehensive approach to climate risk assessment, covering all critical stages of its value chain. The evaluation includes:

- **Own Operations:** Assessment of physical and transitional climate risks across manufacturing sites, R&D centers, and corporate facilities.
- **Upstream Activities:** Evaluation of climate-related vulnerabilities in the supply chain, including raw material sourcing, logistics, and vendor practices.
- **Downstream Activities:** Consideration of climate risks impacting product distribution, client operations, and end-user markets.

The assessment therefore captures potential direct impacts on Lupin's assets and operations as well as indirect impacts arising from suppliers, logistics, customers, and markets.

This holistic assessment enables Lupin to identify exposure points, strengthen resilience, and integrate climate considerations into strategic decision-making across the enterprise. The detailed risk description of our enterprise and climate risks along with mitigation measures are mentioned on Page - 184 to 197 of our FY2025-26 Integrated Report.

Lupin assesses climate-related risks and opportunities across three-time horizons to support effective risk management and strategic decision-making.

Time Horizons	Period	Purpose
Short Term	Less than 5 years (Up to 2030)	Focuses on immediate operational impacts, business continuity, regulatory changes, and near-term climate hazards.
Medium Term	5-10 years (2030 – 2040)	Focuses on strengthening resilience, adapting infrastructure and operations, and managing emerging transition risks.
Long Term	More than 10 years (2040 – 2050)	Focuses on strategic adaptation, long-term resilience, decarbonization pathways, and the impacts of chronic climate change.

It's important to note that our material topics are linked to the Enterprise Risk Management Framework (ERM). We have aligned our material issues with the organizational enterprise risk management framework. As part of this process, we have identified key risks and opportunities and our management approach to mitigating the risks and realizing the opportunities. This analysis was conducted by collaborating with our internal functions and business units.

Climate Change across the overall value chain, Energy Management, Pollution, Water Management, Circularity and Waste Management, and Sustainable Supply Chain and Responsible Procurement are among the climate-related material topics linked to the ERM framework.

We carried out a climate risk assessment for suppliers, evaluating 4 national and 6 international suppliers involved in material sourcing and processing within our upstream operations. This assessment aimed to understand how extreme heat days, and water scarcity could affect their operations. We examined two scenarios— RCP 4.5 (SSP 2) and RCP 8.5 (SSP 5) over the periods 2020-2039 and 2040-2059.

Physical Risk	Impact on Suppliers
Impact of Extreme Heat Days We approached the study differently for Indian and international suppliers based on regional definitions of heat risk. In the EU and USA, heat risk is defined within the range of 25 to 30 degrees Celsius, while in India, it is delineated as 40 degrees Celsius and above. Suppliers in Mellrichstadt and Ingelheim, Germany, as well as Illinois, USA, operate in areas identified as high heat stress zones. By 2060, under the pessimistic RCP 8.5 scenario, our German suppliers could experience up to 9 days exceeding 30 degrees Celsius (an increase of 0.8 times compared with the current BAU scenario), and those in the USA might face up to 25 days (0.25 times increase compared with the current BAU scenario). In India, suppliers situated in West Bengal, Gujarat, and Andhra Pradesh might see a doubling of extreme heat days by 2060.	Impact on Suppliers: Extreme heat days can significantly impact pharmaceutical suppliers through increased operational disruptions due to equipment failures and cooling requirements, heightened worker safety concerns that reduce labor efficiency, elevated costs associated with additional energy consumption and cooling measures, quality control challenges for temperature-sensitive materials, logistical complexities in transporting heat-sensitive products, and potential supply chain degradation, as sustained high temperatures might necessitate modifications in supplier operations or force companies to seek alternative suppliers to ensure the continued supply of pharmaceutical products.
Impact of High-Water Scarcity We evaluated our suppliers' operations in relation to groundwater stress, which could lead to water	Impact on Suppliers: High water scarcity within upstream supplier operations can severely affect production, increasing operational costs, and

scarcity. We established that an elevated risk is categorized as High or Extremely High. During the period from 2020 to 2039, under the RCP 4.5 scenario, the sites in the USA and Germany are under high water stress, gradually increasing to Extremely High for the USA operations in 2040-2059 for both BAU and Pessimistic scenarios. Other suppliers across Switzerland, Netherlands, and the UK are operating in Low water stress zones. In the Indian operations, our suppliers in Andhra Pradesh operate under a medium- to high- water stress region across both time periods and scenarios. Suppliers in Himachal Pradesh operate in an extremely high-water stress region, while those in Gujarat are under high water stress across both time periods and scenarios.	challenging quality control measures. Water scarcity can also compromise product quality, leading to compliance issues with stringent industry regulations. Additionally, such scarcity can disrupt our supply chains, hamper timely deliveries, and negatively impact the company's sustainability initiatives and reputation.
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Extreme heat is assessed as both a direct operational risk and an indirect supply-chain risk because it can increase cooling requirements, energy consumption, worker exposure, equipment stress, and temperature-control requirements.

Impact on Downstream Value Chain: Extreme heat days and water scarcity pose serious challenges to our customers as well. Rising temperatures contribute to the spread of vector-borne diseases like malaria and dengue. This increases demand for specific medications, potentially straining supply chains and affecting pricing and access. Medications exposed to high temperatures during transport or storage may degrade, leading to reduced efficacy or safety for patients. Heat-related disruptions in manufacturing or logistics can cause delays or shortages, affecting timely access to critical treatments.

In water-stressed regions, production slowdowns or shutdowns can lead to shortages of essential drugs, impacting patient care and public health outcomes. Higher operational costs due to water scarcity (e.g., water recycling, purification) may be passed on to customers through increased drug prices. In healthcare settings, water scarcity can affect sanitation, sterilization, and infection control, putting patients at greater risk. This affects patients and healthcare providers, especially in remote or underserved areas.

Climate-related opportunities are also considered, including low-GWP inhaler technologies, energy and water efficiency, renewable energy, climate-resilient supply chains, and lower-carbon logistics. Lupin reduced the air-to-ocean freight ratio for shipments to the United States from 34% in FY2023-24 to 17% in FY2025-26.

Key FY 2025-26 enhancements include:

- Stronger integration of climate risk into the ERM framework and risk governance processes.
- Expanded climate scenario analysis covering both physical and transition risks.
- Enhanced assessment of climate risks across the value chain and multiple time horizons.
- Greater Board and management oversight through the SCSR Committee, ESG Core Committee, and Risk Management Committee.
- Improved preparedness for emerging climate regulations, carbon pricing, and disclosure requirements.
- Continued implementation of resilience-building measures through renewable energy, water management, supplier engagement, and decarbonization initiatives

- Continued use of site-specific adaptation measures, including resilient infrastructure, efficient HVAC systems, water recycling, early-warning systems, drainage upgrades, floodproofing, and business continuity planning.

Financial Risks of Climate Change (2.5.8)

Through the exhaustive physical and transition risk quantitative analysis, we have identified key risks that have a substantive financial impact on our operations, requiring planned mitigation measures through technological interventions, investments, and changes in the risk management framework in FY 2025-26.

Risks driven by changes in regulation:	
Policy and Legal Risk – Carbon Pricing Mechanisms and Emission Reduction Targets	
Description of Risk and its Mitigation Measures	The evolving climate policy landscape, particularly the introduction of carbon pricing mechanisms, presents a potential financial and strategic risk for Lupin. Carbon taxes, emissions trading systems, stricter environmental regulations, and enhanced climate-related compliance requirements could increase the cost of carbon-intensive operations and alter industry competitiveness in favor of low-emission manufacturing. In FY 2025-26, the Government of India introduced the Carbon Credit Trading Scheme (CCTS), under which covered industries are assigned greenhouse gas (GHG) emission reduction targets and are required to meet prescribed compliance obligations. As India advances towards its Nationally Determined Contribution (NDC) commitments and long-term net-zero objectives, the scope of the CCTS may expand over time to include additional manufacturing sectors, potentially encompassing pharmaceutical manufacturing. While India's current carbon reduction obligations under the Carbon Credit Trading Scheme (CCTS) are primarily focused on hard-to-abate sectors and do not presently apply to the pharmaceutical industry, regulatory developments in global markets such as the U.K., France, and Mexico may indirectly influence Lupin through higher energy costs, increased compliance expectations, and evolving customer and stakeholder requirements. Such developments could result in increased compliance obligations, carbon-related costs, and reporting requirements for Lupin, underscoring the importance of strengthening transition readiness and accelerating decarbonization efforts.
Financial Implications of the risk before taking action	The introduction of carbon pricing regulations and more stringent emissions requirements could lead to: • Increased operating and compliance costs associated with carbon taxes, emissions trading schemes, monitoring, reporting, and verification requirements. • Potential fines, penalties, or enforcement actions arising from non-compliance with future regulatory obligations. Based on Lupin's climate scenario analysis, carbon-related financial exposure varies across transition pathways. Under a Delayed Transition Scenario, the cumulative financial impact could reach approximately USD 500 million, reflecting higher carbon costs resulting from slower emissions reductions. In contrast, under a Below 2°C Scenario, the estimated cumulative liability is significantly lower at approximately USD 162 million, demonstrating the financial benefits of proactive decarbonization and transition planning.

	Our analysis further indicates that potential carbon tax liabilities could increase to approximately INR 41,600,000 by 2035 and INR 85,500,000 by 2040 under the Delayed Transition Scenario.
Average estimated time frame for financial implication of this risk	Medium Term (5 – 10 Years) Average – 7.5 years
Estimated cost of actions Measures	To reduce exposure to future carbon-related costs and regulatory risks, Lupin is implementing a comprehensive decarbonization strategy across its global operations. Key initiatives include improving energy efficiency, increasing renewable energy procurement, transitioning to lower-carbon fuels, and deploying other emission reduction measures aligned with the Company's target of reducing Scope 1 and Scope 2 GHG emissions by 42% by FY30. Through these initiatives, Lupin aims to systematically reduce its GHG footprint and enhance resilience to emerging carbon pricing regulations. The estimated investment required to implement these emission reduction measures is approximately INR 1,038,000,000 which is expected to help mitigate future carbon liabilities, strengthen regulatory preparedness, and support the Company's long-term sustainability objectives.

Risk driven by change in physical climate parameters	
Description of Risk	We have conducted a forward-looking climate resilience assessment using the Intergovernmental Panel on Climate Change (IPCC), Shared Socioeconomic Pathway SSP 2 (RCP4.5) and SSP5 (RCP 8.5) scenarios for 2040 and 2060. The assessment evaluated business as usual and rapid decarbonization futures and supports planning for site resilience and the company's broader decarbonization roadmap. Lupin is exposed to a range of physical climate risks arising from both acute and chronic climate change impacts, including coastal flooding, drought, temperature extremes, tropical cyclones, water stress, and wildfires. These risks have the potential to disrupt manufacturing operations, impact resource availability, damage infrastructure, and increase operating costs across our value chain. Findings indicate that the geographic areas hosting our six major manufacturing facilities in India are exposed to risks from temperature extremes, cyclones, flooding, and water stress, while other risks are not expected to pose significant threats to current infrastructure. 1. Chhatrapati Sambhaji Nagar and Mandideep are expected to experience the highest levels of climate-related risk due to rising temperatures and increasing water stress 2. Dabhasa (Vadodara) also faces relatively high exposure, primarily driven by extreme heat and water scarcity 3. Pithampur and Visakhapatnam are comparatively less exposed; however, Pithampur remains vulnerable to increasing water stress, while Visakhapatnam faces risks from coastal flooding and cyclones 4. Mumbai's climate risk exposure is assessed as moderate but is expected to increase over time, particularly under higher-emissions scenarios. The city faces multiple climate-related challenges, including growing water stress, coastal flooding, storm surges, and cyclones. In addition, rising temperatures across Mumbai, Dabhasa, Mandideep, and Chhatrapati Sambhaji Nagar are expected to increase cooling and energy requirements, reduce workforce productivity, and potentially cause operational

	disruptions, resulting in higher operating costs and increased climate-related financial exposure.
Financial Implications of the risk before taking action	Our analysis estimates that the cumulative financial impact of physical climate risks could reach approximately INR 4,510,000,000 by 2040, reflecting the potential costs associated with operational disruptions, infrastructure damage, resource scarcity, and increased adaptation requirements.
Average estimated time frame for financial implication of this risk	Medium Term (10 – 15 Years) Average – 12.5 years
Estimated cost of actions Measures	To enhance resilience against physical climate risks, Lupin is integrating climate adaptation measures into the planning, design, and development of its facilities and surrounding communities. We are also strengthening energy resilience through a diversified renewable energy strategy, including a hybrid model combining solar and wind power, reducing dependence on climate-sensitive energy systems. Water stewardship remains a key focus area of our adaptation strategy. In FY 2025-26, approximately 45% of total water withdrawn across India operations was recycled, and Lupin has established a target to increase water recycling to 50% by FY2030. These initiatives are expected to reduce dependence on freshwater resources, improve operational resilience in water-stressed regions, and lower future capital expenditure requirements associated with water infrastructure investments. In addition, Lupin has strengthened its risk transfer mechanisms by expanding insurance coverage to incorporate physical climate risk scenarios. The annual insurance premium for climate-related risk coverage is approximately INR 225,690,000 helping protect the Lupin against potential financial losses arising from climate-related disruptions. Through investments in climate adaptation, water circularity, energy resilience, and risk management systems, Lupin aims to reduce the operational and financial impacts of physical climate risks while enhancing the long-term resilience of its business operations.

Financial Opportunities Arising from Climate Change

Description of Opportunity	The adoption of lower-emission energy sources presents a significant opportunity for Lupin to reduce its carbon footprint, improve operational efficiency, and strengthen long-term business resilience. We remain committed to enhancing energy efficiency across our operations and have implemented a range of energy conservation and renewable energy initiatives at all manufacturing locations. Progress is regularly monitored across all our manufacturing facilities in India and three international sites in Brazil, Mexico, and the United States. Key initiatives undertaken in FY 2025-26: 1. Installation of energy-efficient chillers in place of older chillers. 2. Installation of an air-to-air heat exchanger for process air in fermentation operations. 3. Implementation of a closed-loop system in the chilled brine plant to enhance energy efficiency. 4. Installation of Variable Frequency Drives across various utilities, including boiler forced draft fans, chilled water pumps, heat pumps and cooling tower pumps, to enhance energy efficiency. 5. Installation of highly efficient EC fans in place of belt-driven AHU blowers, resulting in approximately 40.0% reduction in blower power consumption. Initiatives to expand the use of alternative energy sources in FY 2025-26 included: 1. Commissioning 21 MW solar renewable energy under open access for the Tarapur plant. 2. Execution of a 3.23 MW solar renewable power agreement for the Mandideep plant, with power commencement expected in August 2026. 3. Commencement of 1 MW hybrid renewable power at the Ankleshwar plant. 4. Installation of an 8 TPH briquette boiler at the Tarapur plant. 5. Installation of a 5 TPH briquette boiler at the Ankleshwar plant (currently under implementation) The total investment associated with these initiatives amounted to approximately INR 236 million. For more details, please refer to Annexure 'E' of Integrated Report FY 2025-26.
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Climate related Scenario Analysis (2.5.9)

Lupin conducted a comprehensive assessment of climate-related physical and transition risks across its global operations to better understand potential impacts and strengthen long-term resilience.

Physical risks scenario analysis –

Physical climate risks were evaluated both qualitatively and quantitatively across 17 global sites using the IPCC AR5 Risk Assessment Framework. The assessment considered following climate scenarios – RCP 4.5 (or SSP2 4.5) - Middle of the Road and RCP 8.5 (or SSP5 8.5) - Fossil-Fueled Development above 2 degrees C, and analyzed key climate indicators such as temperature,

precipitation, cooling degree days, cyclones, and water stress over the periods 2020-2040 and 2040-2060.

Transition risks scenario analysis –

In parallel, Lupin performed a transition risk assessment extending to 2050 using scenarios developed by the Network for Greening the Financial System (NGFS- 2 degrees or below scenarios), IEA Net Zero Emissions by 2050 Scenario and IEA Announced Pledges Scenario or nationally determined contributions (NDCs) to evaluate the potential impacts of climate-related policy, market, technology, and regulatory changes on its business through 2050.

The assessment considered two distinct climate pathways:

- NGFS 2°C or Below scenario, representing an accelerated transition consistent with global efforts to limit warming to well below 2°C, and
- NGFS Above 2°C scenario, representing a delayed transition pathway associated with higher physical and economic climate impacts.

Lupin also assessed Delayed Transition and Divergent Net Zero pathways to examine the implications of disorderly, uneven, or higher-cost transitions, together with an NDC scenario reflecting currently announced national commitments.

These scenarios enabled Lupin to assess the resilience of its business strategy under varying levels of climate ambition, carbon pricing mechanisms, technological developments, and energy transition dynamics. The analysis provided insights into potential transition risks and opportunities across the value chain and supported the integration of climate-related considerations into strategic planning, risk management, and investment decision-making processes.

To understand the potential financial implications of climate change, Lupin assessed both physical and transition risks by integrating outputs from climate scenario analysis, carbon pricing assessments, supply chain evaluations, and relevant climate-related data and metrics. The analysis enhanced Lupin's understanding of its exposure to climate-related risks and opportunities under different future scenarios. Based on the likelihood and magnitude of potential impacts, identified risks were evaluated, prioritized, and classified as material or non-material, providing a robust foundation for risk mitigation, capital allocation, business resilience planning, and long-term value creation.

Physical Climate Risk Adaptation (2.5.10)

The assessment of physical climate risks and the associated adaptation plan encompass the company's existing operations, with a commitment to implementing the necessary adaptation measures within a timeframe of less than five years.

In FY 2025-26, Lupin reviewed its climate adaptation investment plans and revised its physical climate risk mitigation roadmap to optimize capital allocation and implementation timelines. Based on the reassessment, adaptation measures previously planned within a medium timeframe were re-prioritized to a less than 5-year implementation horizon, balancing risk mitigation needs with operational and financial considerations. Lupin's climate risk assessment and adaptation planning framework covers 100% of share of existing and new operations, ensuring a consistent and enterprise-wide approach to climate resilience.

To strengthen resilience against physical climate risks, Lupin has developed a structured climate adaptation plan that identifies, assesses, and addresses climate-related vulnerabilities across its operations. The plan aligns mitigation and adaptation actions with the severity of risk exposure and projected climate impacts over different time horizons.

The plan includes implementation timeline for existing operations, categorized as follows:

- **Less than 5 years:** High-priority sites with immediate exposure to climate-related risks (e.g., flooding, heat stress) are targeted for early adaptation measures such as infrastructure upgrades, water conservation systems, and enhanced emergency protocols.
- **5 to 10 years:** Medium-risk facilities will undergo resilience-building measures including energy efficiency retrofits, green landscaping, and supply chain diversification.
- **More than 10 years:** Long-term adaptation strategies are planned for low-risk sites, aligned with evolving climate models and regulatory frameworks.

For 100% of our existing operations, priority adaptation includes infrastructure resilience enhancements, water stewardship initiatives, energy efficiency improvements, climate-resilient landscaping, strengthening emergency preparedness and response mechanisms, and supply chain resilience measures. These actions are designed to reduce vulnerability to key climate hazards such as extreme temperatures, water stress, flooding, and severe weather events while supporting long-term operational continuity.

For our 100% new operations as well, climate risk assessments are integrated into the planning and design stages, ensuring that climate resilience considerations are embedded from project inception. This includes climate-informed site selection, scenario-based risk assessments, and the incorporation of sustainable and resilient technologies.

Through this proactive and forward-looking approach, Lupin aims to enhance the resilience of its operations, minimize climate-related disruptions, and support sustainable business growth while maintaining the confidence of its stakeholders.

Physical Risk	Manufacturing Site Location
Temperature Extremes	• Mumbai • Dabhasa • Mandideep • Chhatrapati Sambhajinagar
Cyclones	• Mumbai • Visakhapatnam • New Jersey, USA
Water Stress	• Mumbai • Dabhasa • Mandideep • Pithampur
Coastal Flooding	• Mumbai • Visakhapatnam

Physical Risk – Impact, Opportunities and Adaptation

	Risk	Impact	Opportunities	Adaptation Measures
Acute Risk	Cyclones	• Increase in major cyclones (Category 3 and above) may result in severe asset damage • High wind speeds can destroy physical infrastructure and disrupt operations • Power outages and logistical disruptions can affect productivity and supply chains	• Strengthen disaster preparedness, improve infrastructure resilience, and enhance business continuity and emergency response capabilities.	• Establish resilient shelter and assembly areas for emergencies. • Identify cyclone-vulnerable areas such as roofing, shafts, chimney stacks, and transmission lines, and assess the impact of power outages on operations.
	Coastal Flooding	• Extreme rainfall and sea level rise can trigger flooding in coastal areas • Floodwater and debris can damage infrastructure and require costly repairs • Flooding may interrupt operations, disrupt energy supply, and reduce profitability	• Invest in flood-resilient infrastructure, improved site drainage systems, and climate-informed facility planning.	• Assess relocation options during business interruption. • Opt for supplementary insurance coverage for assets.
Chronic Risk	Temperature Extremes	• Rising global temperatures can degrade infrastructure and increase cooling energy demand • Extreme heat affects employee health, comfort, and productivity • Temperature variability may disrupt supply chains and cause power outages, affecting business continuity	• Improve energy efficiency, enhance workplace cooling systems, adopt heat-resilient infrastructure, and reduce operational costs through efficient energy management.	• Conduct internal surveys assessing heat-related impacts on workers and appropriate actions. • Install efficient HVAC systems. • Continue actions to reduce costs associated with cooling. • Assess and implement measures to manage high-temperature impacts on energy use and product storage.
	Water stress	• Increasing competition for water due to population growth can cause scarcity • Water stress can affect operations and result in potential financial losses • A constrained water supply can create challenges in maintaining effluent treatment performance and compliance	• Increase water-use efficiency, expand water recycling and reuse initiatives, and strengthen water stewardship across operations.	• Conduct annual water conservation training courses for employees. • Encourage water reuse and recycling among employees. • Implement site-level initiatives to minimize water consumption, including the Water Savings League. • Explore alternatives to groundwater extraction.

Emission Reduction Targets (2.5.11)

Lupin's emissions reduction targets for Scope 1+2 and Scope 3 are detailed, encompassing baseline years, target time frames, and percentage reduction goals.

Target type and metric	Scope Covered by Target	Time Frame	Baseline year emissions covered and as a % of total base year emissions	% reduction target from base year	SBTi Validation
Absolute target	Total Scope 1 + Scope 2 combined	Base year - FY 2023 Target Year - FY 2030	Base Year Emissions: 449,316 tCO ₂ e Percentage of total base year emissions: 100%	42% (absolute reduction target)	Scope 1 2 and 3 emissions reductions targets successfully validated by SBTi
Intensity target (Metric tons CO ₂ e per unit revenue)	Scope 3	Base year - FY 2024 Target Year - FY 2033	Base Year Emissions: 1,119,125 tCO ₂ e Percentage of total base year emissions: 69%	61.07% (economic intensity reduction target)	

We have advanced our climate ambition by aligning our GHG reduction targets with the Science-Based Targets initiative (SBTi) and successfully getting them validated in FY 2025-26.

SBTi validation boosts the credibility of our climate pathway by confirming that our targets are aligned with climate science expectations and the Paris Agreement's objective of limiting global warming to 1.5°C.

SBTi Validation Statement:

Lupin Ltd commits to reduce absolute scope 1 and 2 GHG emissions by 42.0% by FY2030 from the FY2023 base year. Lupin Ltd also commits to reduce scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, business travel, employee commuting, downstream transportation and distribution, processing of sold products, use of sold products and franchises 61.07% per INR value added by FY2033 from a FY2024 base year.

Near-Term Science-Based Targets:

SBTi Services has validated that the greenhouse gas emissions reduction target(s) submitted by Lupin Ltd conform with the SBTi Criteria and Recommendations (Near-Term Criteria V5.2).

Link: <https://www.lupin.com/media/press-releases/lupin-secures-sbti-validation-for-emission-reduction-targets>

Validation Statement

NEAR-TERM SCIENCE-BASED TARGETS



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBTi Services has validated that the greenhouse gas emissions reduction target(s) submitted by **Lupin Ltd** conform with the SBTi Criteria and Recommendations (**Near-Term Criteria V5.2**).

The official validated target language:

Near-Term

Lupin Ltd commits to reduce absolute scope 1 and 2 GHG emissions 42.0% by FY2030 from a FY2023 base year. * Lupin Ltd also commits to reduce scope 3 GHG emissions from purchased goods and services, fuel- and energy-related activities, upstream transportation and distribution, business travel, employee commuting, downstream transportation and distribution, processing of sold products, use of sold products and franchises 61.07% per INR value added by FY2033 from a FY2024 base year.

*The target boundary includes land-related emissions and removals from biogenic feedstocks.

DATE OF APPROVAL: 5th November, 2025

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Internal Carbon Pricing (2.5.12)

Lupin has adopted a robust Internal Carbon Pricing (ICP) mechanism that spans Scope 1 (direct emissions), Scope 2 (indirect emissions from purchased energy), and Scope 3 (value chain emissions) covering all business decision making process. This framework is designed not only to quantify the cost of carbon but also to embed climate-conscious decision-making across the organization.

Lupin's Internal Carbon Pricing (ICP) framework is designed to strategically embed climate considerations into its core business operations and decision-making processes. The primary objectives of implementing carbon prices include conducting rigorous cost-benefit analyses to evaluate climate-related initiatives, driving energy efficiency across facilities, and catalyzing low-carbon investments. By setting a carbon offset budget and stress-testing investments, Lupin ensures resilience against climate risks while incentivizing the integration of climate-related issues into both strategic planning and risk assessments. The ICP also supports the identification and pursuit of low-carbon opportunities, aligns with regulatory navigation, and contributes to the reduction of upstream value chain emissions. Ultimately, this framework enables the setting and achievement of climate-related policies and targets, reinforcing Lupin's commitment to sustainable growth and ESG leadership.

Lupin has initiated a series of decarbonization initiatives to reduce emissions as part of its commitment to achieve Net zero. To enhance energy efficiency, we've established robust energy metrics and benchmarking practices. Our engineering and environment teams are tasked with identifying, budgeting, and executing energy conservation projects across the organization. These initiatives have led to reduction in fuel consumption and electricity usage, in turn resulting in reduction in greenhouse gas emissions, while also delivering cost savings and process enhancements.

To integrate environmental considerations into financial decisions, we've adopted an Internal Carbon Price (ICP). This approach enables us to account for the cost of carbon in all our decision-making processes, to evaluate the carbon impact of capital investments, helping prioritize low-carbon or energy-efficient projects and helping us manage our carbon footprint, aligning with

sustainability objectives. Using an ICP not only mitigates future financial risks but also supports our environmental goals by making investments in low-carbon activities.

Lupin applies an implicit internal carbon price methodology, calculated by dividing the total cost of emissions reduction and mitigation measures by the associated greenhouse gas emissions reductions achieved or targeted. During FY2025-26, the Internal Carbon Price was updated to align with current carbon pricing trends, inflationary impacts, and the increasing cost of decarbonization. This revision enables more effective evaluation of emission reduction opportunities and climate-related investment decisions. The updated price strengthens the integration of climate-related considerations into investment decisions and supports the achievement of Lupin's long-term net-zero objectives.

This ICP accounts for all Scope 1, Scope 2 and Scope 3 emissions and has been determined to be INR 1,750 per tons of CO₂ equivalent (INR/tCO₂e) which is equivalent to 20 USD/tCO₂-e.

Use of the Internal Carbon Price is mandatory across all business decision-making processes, including capital allocation, procurement, operational planning, project evaluation, energy management, and strategic investment decisions. This approach enables the integration of climate considerations into core business decisions and supports the achievement of Lupin's long-term sustainability goals.

More details on our strategic objectives of the ICP framework

1. Conduct Cost-Benefit Analysis: The ICP enables systematic evaluation of projects and investments by factoring in carbon costs. This helps prioritize initiatives that deliver both financial and environmental returns.
2. Drive Energy Efficiency: By assigning monetary value to emissions, the framework incentivizes operational improvements that reduce energy consumption and enhance process efficiency.
3. Promote Low-Carbon Investments: Projects with lower carbon footprints become more attractive under the ICP model, encouraging capital allocation toward renewable energy, electrification, and sustainable technologies.
4. Incentivize Climate-Related Decision Making: Decision-makers across departments are encouraged to integrate climate considerations into planning, procurement, and operational strategies.
5. Incentivize Climate Risk Assessment: The ICP supports proactive identification and mitigation of climate-related risks, including regulatory, reputational, and physical risks.
6. Identify and Seize Low-Carbon Opportunities: The pricing mechanism helps uncover opportunities for emissions reduction, such as process optimization, material substitution, and circular economy initiatives.
7. Influence Strategy and Financial Planning: Carbon pricing is embedded into strategic planning and financial modeling, ensuring alignment with long-term sustainability goals and climate targets.
8. Navigate Regulations: The framework prepares Lupin to comply with evolving carbon regulations, including carbon taxes, emissions trading schemes, and disclosure requirements.
9. Reduce Upstream Value Chain Emissions: By extending carbon pricing to Scope 3, Lupin encourages suppliers and partners to adopt low-carbon practices, fostering a greener supply chain.

10. **Support Climate Policy and Target Achievement:** The ICP acts as a tool to operationalize Lupin's climate commitments, including net-zero goals, science-based targets, and renewable energy transitions.
11. **Set a Carbon Offset Budget:** The framework includes provisions for budgeting carbon offsets, ensuring that residual emissions are addressed through credible offset mechanisms.
12. **Stress Test Investments:** Investments are evaluated under different carbon pricing scenarios to assess resilience and long-term viability in a carbon-constrained future.

This comprehensive approach ensures that Lupin's internal carbon pricing is not just a financial tool, but a strategic enabler for climate action, risk management, and sustainable growth.

Net-Zero Commitment (2.5.13)

As part of our broader sustainability strategy, we have developed a comprehensive and actionable roadmap to achieve Net Zero emissions by 2050. This roadmap outlines key initiatives, interim targets, and investment priorities that align with the latest climate science and global best practices. Our commitment reflects not only our responsibility to the planet but also our dedication to long-term business resilience and stakeholder value.

At Lupin, addressing climate change is an integral part of our sustainability strategy and long-term business vision. As part of our broader sustainability strategy, we have developed a comprehensive and actionable decarbonization roadmap to achieve Net Zero emissions by 2050. A roadmap outlines key actions, milestones, and investment priorities across our operations and value chain.

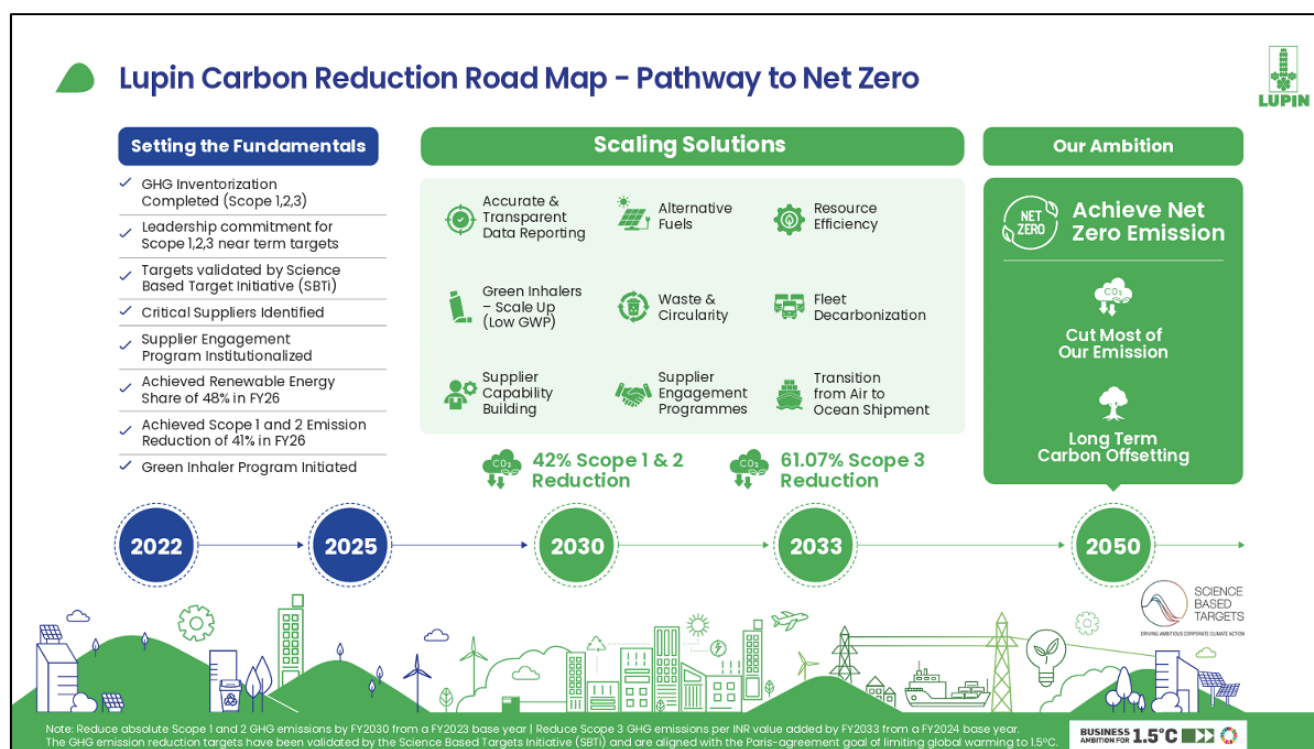
Our approach focuses on improving energy efficiency, increasing the use of renewable energy, transitioning to low-carbon technologies, and engaging suppliers to reduce value-chain emissions.

Target time frame	Target scope & related emission reduction target (as % of base year emissions)	Validation by SBTi	Neutralizing residual emissions and mitigating beyond value chain
Base Year: 2024	Scope 1 & 2: 100%	We are committed to seeking validation of Net Zero target by SBTi	The target includes purchasing carbon offset credits
Target Year: 2050	Scope 3: 90%		

Lupin has committed to achieving a 100% reduction in Scope 1 and Scope 2 emissions and a 90% reduction in Scope 3 emissions by FY2050, relative to the FY2024 base year. The Scope 1 and Scope 2 targets are reported as a combined target, reflecting the Company's integrated approach to operational decarbonization.

In a significant milestone on our climate journey, Lupin has successfully received validation of its near-term emission reduction targets from the Science Based Targets initiative (SBTi), reinforcing the credibility and ambition of our climate commitments. Guided by science-based pathways and aligned with global climate goals, we continue to integrate climate considerations into business decision-making, strengthen operational resilience, and create long-term value for our stakeholders while contributing to a low-carbon future.

While Lupin's near-term emissions reduction targets have been validated by the Science Based Targets initiative (SBTi), the Company's net-zero target is not yet validated. Lupin has publicly committed to seeking SBTi validation of its net-zero target as part of its long-term climate strategy and governance framework.



Link: <https://www.lupin.com/esg-report/img/reports/Lupin%20Carbon%20reduction%20Pathway.pdf>

Lupin's decarbonization strategy focuses on reducing emissions across operations and the value chain through a combination of energy, resource, product, and supplier interventions. Key initiatives include increasing the use of renewable and alternative fuels and enhancing resource efficiency through energy conservation and process optimization. We are also in process of launching and scaling up low-GWP green inhalers, promoting waste reduction and circularity, and decarbonizing its vehicle fleet through cleaner transportation solutions.

To address Scope 3 emissions, Lupin is strengthening supplier capability-building and engagement programs, encouraging suppliers to measure, disclose, and reduce their emissions. We are also transitioning freight movement from air to ocean transport where feasible to lower logistics-related emissions. Together, these initiatives support Lupin's targets of reducing Scope 1 and 2 emissions by 42% by 2030, reducing Scope 3 emissions by 61.07% by 2033, and achieving net-zero emissions by 2050.

Neutralizing residual emissions and mitigating beyond value chain

We intend to neutralize residual emissions and further mitigate emissions beyond our value chain; we are committed to implementing a diverse set of impactful climate actions.

Afforestation and Reforestation Programs with focus on permanent removal: We actively contribute to reforestation and afforestation efforts by planting trees in degraded areas and community lands. These projects enhance carbon sequestration, restore biodiversity, and improve

ecosystem resilience. In FY2025-26, we planted 7222 trees on community lands aimed at carbon sequestration.

Carbon Credit Purchases: As part of our net-zero pathway, residual emissions that cannot be eliminated through operational and value-chain decarbonization efforts are intended to be neutralized through the purchase and retirement of high-quality carbon offset credits.

To offset emissions beyond regulatory requirements, we focus on purchasing high-quality carbon credits from both compliance and voluntary markets. The credits are sourced from verified projects that deliver measurable and permanent emission reductions or removals. In FY2025-26, we purchased and retired 30,000 tCO₂-e verified carbon credits from recognized carbon standards encompassing:

- Gold Standard-certified solar power project in India (GS7762)
- VCS-certified wind power project in India (VCS1904) and (VCS1856)

Renewable Energy Investments:

In addition to the use of carbon offset credits within the net-zero pathway, Lupin also supports broader climate mitigation initiatives such as afforestation, reforestation, and renewable energy investments. We support the development of solar and wind projects, particularly in regions heavily reliant on fossil fuels. These investments will help displace carbon-intensive energy sources and accelerate the global transition to clean energy.

Net-Zero Transition Plan (2.5.14)

Lupin has developed a comprehensive Net Zero Transition Plan to achieve its ambition of reaching Net Zero greenhouse gas emissions goal by 2050. The plan is built on a science-based approach and focuses on reducing emissions across our operations and value chain through targeted interventions in energy, manufacturing, logistics, procurement, and innovation.

The transition plan is aligned with Paris-Agreement on climate change goal of limiting global warming to 1.5 degree Celsius. It is built around projected growth in production volumes, upcoming expansion projects, and the anticipated mitigation potential of emerging low-carbon technologies. The plan also recognizes uncertainties, including future business growth trajectories that may increase resource consumption. Our transition pathway encompasses both our direct operations (Scope-1 and 2 emissions) and our value chain (Scope-3 emissions).

Over the past four years, Lupin has invested approximately 750 million INR in capital expenditure towards the implementation of its decarbonization and energy transition initiatives. These investments have supported renewable energy adoption, energy-efficiency improvements, process optimization, and emissions reduction programs across manufacturing operations. The investments form a key component of Lupin's Net Zero Transition Plan and demonstrate our commitment to embedding low-carbon solutions across our operations while enhancing operational resilience and resource productivity.

Lupin estimates that achieving its decarbonization targets will require cumulative investments of approximately 700 million INR between FY26 and FY30 which the business is targeting focused on decarbonization measures like- renewable energy, energy efficiency, fuel transition, circularity initiatives, and low-carbon technologies. Annual investment requirements will be reviewed and updated based on project performance, regulatory developments, and technological advancements.

In addition, Lupin is making significant strategic investments in the development and commercialization of low Global Warming Potential (GWP) propellant technologies through dedicated research and development, product reformulation, clinical testing, regulatory assessments, and manufacturing scale-up activities. These investments are aimed at transitioning to more sustainable inhalation products with a significantly reduced carbon footprint while maintaining product efficacy, quality, and patient safety. As these next-generation products are commercialized, they are expected to deliver substantial reductions in Scope 3 greenhouse gas emissions, particularly those associated with product use, supporting Lupin's broader climate strategy and long-term decarbonization goals. Through these investments, Lupin is positioning itself at the forefront of sustainable pharmaceutical innovation while contributing to the healthcare sector's transition towards lower-carbon therapies.

Decarbonization Levers and Initiatives:

Key pillars of the transition plan include enhancing energy efficiency across manufacturing and R&D facilities, increasing the share of renewable energy in our energy mix, transitioning to low-carbon technologies, optimizing transportation and distribution, phased refrigerant transition and engaging suppliers to drive decarbonization across the value chain.

Scope 1 Decarbonization Initiatives:	
Replacing Fossil fuel boiler with Biomass boiler	We plan to replace conventional fossil fuel-fired boilers with biomass-based boilers across our manufacturing facility by FY2029 to reduce reliance on fossil fuels and lower greenhouse gas emissions. By utilizing renewable biomass as a fuel source, we aim to decrease our carbon footprint, enhance energy sustainability, and support our long-term decarbonization and climate action goals while maintaining efficient and reliable steam generation for manufacturing operations.
Hydrogen Fuel Cell Pilot Program for Emergency Power Backup	We plan to implement a pilot program to replace conventional diesel generator (DG) sets used for emergency power backup with hydrogen fuel cell technology. The initiative will assess the technical, operational, and environmental feasibility of hydrogen fuel cells as a clean and reliable alternative for emergency power applications. The pilot will be conducted at our Goa manufacturing plant in FY2027 to evaluate performance, reliability, and scalability. By transitioning from diesel-based backup systems to hydrogen-powered solutions, we aim to reduce greenhouse gas emissions, enhance energy resilience, and support our long-term decarbonization and sustainable energy goals.
Battery Electric Forklift Transition Program	We plan to replace diesel-powered forklifts with battery-powered electric forklifts across our manufacturing and warehouse operations to reduce fossil fuel consumption and associated GHG emissions. This transition will be implemented in a phased manner, prioritizing older diesel-powered equipment and high-utilization areas to maximize environmental and operational benefits.
Transition to Low-GWP Propellants in Inhaler Products	We plan to progressively phase out high global warming potential (GWP) propellants used in inhaler products and transition to low-GWP alternatives as part of our product sustainability and climate action strategy. This transition will be implemented in a phased manner starting from FY2028-29, ensuring continued product quality, safety, efficacy, and regulatory compliance while minimizing environmental impact. The adoption of low-GWP propellants is expected to significantly reduce direct greenhouse gas emissions associated with inhaler manufacturing, thereby contributing to lower Scope 1 emissions and supporting our broader decarbonization commitments.
Phased Refrigerant Transition	We plan to systematically replace refrigerant-based equipment that uses high global warming potential (GWP) refrigerants (eg. R-22) with low-GWP, climate-friendly alternatives across our manufacturing facilities. This transition will be carried out in a phased manner, prioritizing older and less energy-efficient

	equipment to maximize both environmental and operational benefits. By adopting advanced refrigeration technologies with lower climate impacts, we aim to reduce greenhouse gas emissions, improve energy efficiency, and enhance equipment performance.
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Scope 2 Decarbonization Initiatives:	
Renewable Electricity Integration Across Operations	We plan to increase the integration of renewable electricity across our manufacturing facilities by sourcing power from renewable energy sources such as solar, wind, and other clean energy technologies. Over the past five years, Lupin has increased its renewable electricity capacity by more than ten times, growing from 5 MW in FY2020-21 to 58 MW in FY2025-26. We have increased our renewable electricity share from 18% from FY2024-25 to 31% in FY2025-26.
Steam Generation Insourcing Through Installation of Dedicated Boiler Systems	We plan to phase out the purchase of externally supplied steam and install dedicated on-site biomass boiler systems to meet steam requirements across our Ankleshwar and Tarapur manufacturing facilities. This transition will be implemented next year to deliver greater operational efficiency, reliability, and cost optimization. The initiative will provide enhanced control over energy use and steam generation processes, enabling the integration of cleaner fuels and energy-efficient technologies over time.
Electricity Consumption Reduction Through Energy Efficiency Initiatives	We plan to implement targeted energy efficiency initiatives across our manufacturing facilities to reduce electricity consumption and improve overall operational performance. This program will be executed, focusing on high-energy-consuming processes and equipment, including HVAC systems, motors, pumps, lighting, compressed air systems, and production utilities. Priority will be given to projects that deliver significant electricity savings while maintaining operational reliability and product quality. Through the adoption of energy-efficient technologies, process optimization, automation, and real-time energy monitoring, we aim to lower electricity demand, reduce indirect greenhouse gas emissions, decrease operating costs, and support our long-term sustainability and decarbonization objectives.

Scope 3 Decarbonization Initiatives:	
Supplier Engagement Program	We plan to engage more than 400 critical and strategic suppliers to build awareness, knowledge, and capabilities related to greenhouse gas (GHG) measurement, reporting, and emissions reduction. Through targeted capacity-building initiatives, collaborative engagement, and knowledge-sharing programs, we will encourage suppliers to adopt science-based emissions reduction targets, increase renewable energy procurement, improve resource efficiency, and implement low-carbon manufacturing practices. By fostering supply chain decarbonization we aim to drive long-term value chain transformation and reduce upstream Scope 3 Category 1 (Purchased Goods and Services) emissions, supporting our broader climate and net-zero ambitions.
Next-Generation Low-GWP Inhalers and Use-Phase Emissions Reduction	Our collaboration with Honeywell to develop next-generation respiratory inhalers using near-zero Global Warming Potential (GWP) propellants represents one of the most significant opportunities to reduce the carbon footprint associated with our product portfolio. This innovation is expected to substantially decrease lifecycle greenhouse gas emissions from inhaler propellants while maintaining product efficacy, safety, and patient accessibility. As inhaler use-phase emissions constitute a significant portion of product-related emissions, this initiative is expected to play a key role in reducing Scope 3 Category 11 (Use of Sold Products) emissions and advancing our long-term decarbonization objectives.
Low-Carbon Logistics and Distribution	We plan to reduce transportation-related greenhouse gas emissions by transitioning to lower-emission modes of transport wherever feasible, including shifting suitable shipments from air freight to ocean freight and other more efficient transportation alternatives. The initiative will also focus on improving packaging

Optimization Program	design, enhancing load utilization, optimizing route planning, and increasing overall logistics efficiency to reduce fuel consumption and transportation emissions. In collaboration with our logistics service providers, we will actively explore and promote the adoption of low-carbon transportation solutions. Through strategic partnerships and continuous supply chain optimization, we aim to reduce Scope 3 Category 4 (Upstream Transportation and Distribution) and Category 9 (Downstream Transportation and Distribution) emissions while strengthening the sustainability and resilience of our global logistics network.
Waste Reduction and Zero Waste to Landfill Program	We plan to implement a comprehensive waste reduction and Zero Waste to Landfill program across our manufacturing and operational facilities to minimize waste generation and improve resource efficiency by 2030. In addition, we will work closely with waste management partners to maximize reuse, recycling, recovery, and co-processing opportunities, ensuring that minimal waste is disposed of in landfills. By diverting waste from landfills and promoting circular economy, we aim to reduce greenhouse gas emissions associated with waste treatment and disposal, thereby lowering Scope 3 Category 5 (Waste Generated in Operations) emissions.

Net Zero Factory

As Lupin advances its Net Zero ambition, the focus is shifting from strategy development to on-ground implementation through a factory-level decarbonization approach. This targeted model enables the identification and reduction of site-specific emissions, improves cost efficiency, and strengthens accountability by integrating energy and carbon management into daily operational decision-making.

To drive measurable progress, we have adopted a structured three-phase framework encompassing assessment and planning, implementation, and monitoring and reporting. This approach helps identify carbon hotspots, prioritize high-impact abatement opportunities, and track performance through robust digital monitoring systems. Key decarbonization levers include energy efficiency improvements, fuel transition, renewable energy integration, circularity initiatives, and waste optimization.

Phase 1	Phase 2	Phase 3
In FY2025-26, pilot assessments were conducted at our Tarapur, Pithampur, Ankleshwar, and Mandideep manufacturing facilities in India. These assessments focused on identifying emission hotspots and evaluating interventions such as energy efficiency upgrades, boiler optimization, cleaner fuel alternatives, renewable energy deployment, and solvent recovery initiatives.	Building on these insights, FY27 will focus on translating identified opportunities into site-specific implementation roadmaps with defined ownership, timelines, investment requirements, and performance metrics. Priority projects will be executed and tracked to evaluate their impact on emissions reduction, operational performance, resource productivity, and cost optimization.	Over the next five years, Lupin plans to scale the Net Zero Factory model across all manufacturing facilities. Based on the opportunities identified, the program is expected to contribute to up to a 25% reduction in operational emissions while delivering significant cost savings. This phased and data-driven approach reinforces facility-level ownership and accelerates progress toward Lupin's long-term Net Zero commitment.

Stakeholder Engagement:

We actively engage with key stakeholders across our value chain, including suppliers, contract manufacturers, industry peers, sustainability platforms, government bodies, and civil society organizations, to support the implementation of our transition plan. These engagements help gather valuable insights, align expectations, share best practices, and identify collaborative opportunities to accelerate decarbonization efforts. Through strategic partnerships with technology innovators, suppliers, and industry associations, we foster innovation, enhance sustainability capabilities, and drive collective action towards achieving our climate and net-zero ambitions.

Value Chain - We actively engage with suppliers and customers across our value chain to support the implementation of our climate transition strategy and accelerate emissions reduction beyond our direct operations. Through supplier engagement programs, capacity-building initiatives, sustainability assessments, and collaborative projects, we encourage suppliers to measure, disclose, and reduce their greenhouse gas emissions while adopting renewable energy, resource efficiency, and low-carbon manufacturing practices. We also work closely with customers to understand evolving sustainability expectations, promote lower-carbon products and solutions, and identify opportunities to reduce product lifecycle emissions. These collaborations are critical to driving emissions reductions across our value chain, particularly within Scope 3 categories, and advancing our shared sustainability objectives.

Industry Peers and Collaborative Platforms - We actively participate in industry forums, sustainability platforms, and collaborative initiatives such as The Climate Pledge, India Business and Biodiversity Initiative (IBBI), Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI), India Zero Emission Freight Alliance (IZEFA). These engagements provide opportunities to exchange knowledge, share best practices, benchmark performance, and collaborate on solutions to common sustainability challenges. By working alongside industry peers and multi-stakeholder organizations, we strengthen our understanding of emerging climate trends, contribute to industry-wide decarbonization efforts, and support the development of scalable and innovative approaches to achieving climate and net-zero goals.

Government - We engage proactively with government agencies and regulatory authorities, including Pollution Control Boards, State Electricity Boards, and other relevant regulatory institutions, to ensure compliance with environmental regulations and align our transition strategy with national and regional climate priorities. These engagements enable us to stay informed about evolving policy frameworks, renewable energy opportunities, emissions reporting requirements, and environmental management expectations. We also collaborate with government stakeholders to support the adoption of cleaner technologies, improve resource efficiency, and contribute to broader sustainability and decarbonization initiatives that support India's climate commitments and energy transition agenda.

Social Implications:

As part of our climate transition planning, we assess the potential social implications of decarbonization initiatives across employees, suppliers, and local communities. The transition towards renewable energy, low-carbon technologies, improved resource efficiency, and sustainable operating practices may require workforce reskilling, changes in job roles, and new technical

capabilities. Across our supply chain, particularly for small and medium-sized enterprises (SMEs), the adoption of sustainability measures may create financial and operational challenges. Additionally, changes in infrastructure, technology deployment, and operational processes may have implications for communities surrounding our facilities.

Stakeholder Group	Impact	Actions to Support
Own Workforce	The shift to renewable energy, efficient technologies, and digital tools may require new skills and adjusted roles.	We offer ongoing training in energy efficiency, renewable energy, low carbon technologies, and digital systems to help employees adapt and thrive. supporting employees through capacity-building, training, and upskilling programs that prepare them for emerging green jobs and evolving business requirements.
SME Suppliers	Smaller suppliers may face financial or technical challenges in adopting renewable electricity, low carbon materials, and improved energy practices.	We support suppliers, especially SMEs, through technical guidance, capacity building sessions, and promotion of cost-effective low carbon solutions. Engagement with suppliers to strengthen their sustainability capabilities through awareness programs, technical guidance, and collaborative initiatives that help them navigate transition-related challenges.
Community	Clean energy transitions improve air quality but may require careful management to avoid local disruptions.	We focus on implementing biomass boilers and increasing the use of renewable energy which enhances community air quality. Regular engagement with local communities and other stakeholders to understand concerns, mitigate potential impacts, and create opportunities for shared value.

By working together with our people, partners and communities we are building a low-carbon future that is inclusive, responsible and resilient. Through these actions, we aim to ensure that the benefits of the low-carbon transition are realized while minimizing adverse social impacts and promoting equitable outcomes for all stakeholders.

Biodiversity

Biodiversity Risk Assessment (2.6.1)

Lupin recognizes that biodiversity-related dependencies, impacts, risks, and opportunities are inherently location-specific and can vary significantly based on ecological sensitivities, water availability, land use patterns, and surrounding habitats. As part of our evolving nature stewardship journey, we have adopted a location-specific approach to assess the interactions between our operations and nature across key manufacturing locations in FY 2025-26.

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

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

In alignment with the recommendations of the **Taskforce on Nature-related Financial Disclosures (TNFD)**, Lupin initiated an assessment of its operational footprint using the **LEAP (Locate, Evaluate, Assess and Prepare)** framework covering own operations and sites, upstream and downstream activities and areas adjacent to our own operations. Through this approach, we identify facility-level interactions with natural capital, evaluate potential dependencies on ecosystem services such as

water availability, and assess nature-related risks and impacts associated with our operations. The assessment considers factors such as proximity to ecologically sensitive areas, water-stressed regions, land-use characteristics, and potential impacts on biodiversity and ecosystem health.

To strengthen the robustness of our assessment, we utilized globally recognized biodiversity screening tools and datasets such as Natural Capital Finance Alliance's Encore and World Wide Fund for Nature (WWF) Biodiversity Risk Filter, including geospatial and location-based analyses, to understand the ecological context of our facilities. These assessments help identify priority locations where enhanced conservation, water stewardship, pollution prevention, or habitat protection measures may be required.

The insights generated through our location-specific biodiversity assessments are integrated into our environmental management and sustainability strategies, enabling informed decision-making and targeted mitigation actions. This approach supports Lupin's commitment to protecting biodiversity, reducing nature-related risks, strengthening ecosystem resilience, and aligning with emerging global disclosure frameworks such as TNFD.

As we continue to advance our nature-related disclosures, we aim to further enhance our understanding of biodiversity dependencies and impacts across our value chain and incorporate nature considerations into long-term business planning and environmental performance management.

Our assessment process is aligned with recognized frameworks such as TNFD and is fully integrated into the company's enterprise-wide risk management system. It considers both dependency-related risks (e.g., reliance on ecosystem services) and impact-related risks (e.g., land use, emissions), ensuring a balanced and proactive approach to biodiversity stewardship.

The scope of our biodiversity risk assessment conducted in FY 2025-26 covers the following:

1. **Own Operations** meaning the direct impacts from manufacturing sites and facilities.
2. **Adjacent Areas**, which are ecological zones surrounding operational sites, especially those near sensitive habitats (covering 0 to 10km radius from sites).
3. **Upstream Activities**, covering biodiversity risks and impacts associated with raw material sourcing and supplier practices.
4. **Downstream Activities**, covering potential risk and impacts related to product distribution, usage, and disposal.

This comprehensive scope ensures that both direct and indirect biodiversity risks are identified, assessed, and managed across the value chain at Lupin.

Integration of Biodiversity Risks into Lupin's Risk Management Framework: Lupin has embedded biodiversity considerations into its company-wide, multi-disciplinary enterprise risk management processes and materiality assessment. This integration ensures that both dependency-related and impact-related biodiversity risks are systematically identified, assessed, and managed across operations with utmost care (Eg. risks covering Water Management, Pollution, Waste and Anti-Microbial Resistance).

Key actions include:

- **Dependency-Related Risk Assessment:** Lupin evaluates its reliance on natural resources such as water, raw plant-based materials, and ecosystem services. These dependencies are

assessed for potential vulnerabilities such as water scarcity or supply chain disruptions especially in ecologically sensitive regions. The company has defined actions to address the dependency-related risks.

- **Impact-Related Risk Assessment:** Lupin assesses how its operations, including manufacturing, effluent discharge, and land use, may affect local biodiversity. This includes monitoring impacts on flora, fauna, and surrounding habitats, and implementing mitigation measures where necessary. (Refer page no 163 of Lupin Integrated Report 2026 for Simpson's diversity index for the impact)
- **Cross-Functional Risk Integration:** Biodiversity risks are reviewed alongside environmental, operational, and compliance risks through a centralized risk management platform, enabling informed decision-making and prioritization.
- **Site-Level Biodiversity Screening:** Facilities and operations located near ecologically sensitive zones undergo additional assessments to ensure compliance with environmental norms and to minimize ecological disruption.

Potential dependencies of Lupin on selected Ecosystem services: Screening result of ENCORE tool covering all sites and operations of Lupin.

Ecosystem service			Dependency level
1	Cultural Services	Education, Scientific and research service	Very High
2	Provisioning services	Genetic Material Services	High
3		Water Supply	High
4		Water flow regulation services	High
5	Regulating and maintenance services	Water purification Service	Very High
6		Flood Mitigation Services	Medium
7		Soil and sediment retention services	Medium
8		Storm mitigation services	Medium
9		Local (micro and meso) climate regulation services	Low
10		Global climate regulation services	Very low
11		Solid waste remediation	Low
12		Air filtration services	Very low
13	Other regulating and maintenance services	Dilution by atmosphere and ecosystems	Low

Nature-related risks are integrated into Lupin's Enterprise Risk Management (ERM) framework, enabling a structured and forward-looking approach to risk identification, assessment, mitigation, and monitoring. The Company evaluates both physical and transition risks associated with biodiversity loss, water stress, changing regulations, resource availability, climate change, and ecosystem degradation across its operations and value chain. Risk assessments are periodically reviewed through established governance forums, with significant risks escalated to senior management and the Board, where appropriate. This integrated approach supports risk-informed decision-making, enhances operational resilience, and enables Lupin to identify opportunities arising from sustainable resource management and nature-positive practices.

The ERM assessment identifies several risks that may be influenced by nature-related dependencies and impacts:

Lupin ERM Risk	TNFD Relevance	Lupin Actions
Environment: Pollution, Water, AMR, Waste & Circularity	Direct nature-related impacts and dependencies	Implemented water stewardship programs, wastewater treatment and reuse systems, responsible effluent management, waste minimization and circularity initiatives, antimicrobial resistance (AMR) stewardship programs, and resource-efficiency projects. Conducted waste diversion and water-use assessments to reduce environmental impacts and enhance circular resource use.
Supply Chain Risk due to Geopolitical and Industry Disruptions	Risks associated with water stress, resource scarcity, biodiversity loss, and supplier resilience	Integrated sustainability and environmental criteria into supplier assessments, enhanced supply chain due diligence, diversified sourcing strategies, assessed suppliers in high-risk geographies, and strengthened responsible procurement programs to improve resilience against environmental and nature-related disruptions.
Failure to Maintain Medicine Supply	Potential risks from water availability, climate events, and ecosystem degradation affecting operations	Invested in water conservation, recycling, and reuse initiatives, business continuity planning, resilient infrastructure, risk assessments for water-stressed sites, and operational efficiency programs to ensure uninterrupted supply of medicines while reducing environmental dependencies.
Business Ethics and Compliance	Compliance with evolving environmental and biodiversity regulations	Strengthened environmental governance frameworks, implemented compliance monitoring systems, aligned sustainability disclosures with global frameworks including TNFD, TCFD, GRI and BRSR, conducted periodic audits, and maintained robust environmental management systems across operations.
Financial Resilience and Capital Allocation	Managing long-term exposure to nature-related risks	Incorporated environmental and climate considerations into enterprise risk management processes, invested in resource-efficiency projects, renewable energy, water stewardship, waste reduction, and site-level sustainability initiatives and biodiversity assessments and actions at sites that strengthen long-term resilience and value creation
Climate Transition Risk and Carbon Pricing	Regulatory and market risks linked to decarbonization	Established science-based decarbonization pathways, expanded renewable energy deployment, improved energy efficiency, integrated climate and nature considerations into risk assessments, and invested in low-carbon technologies to reduce transition-related risks and support sustainable growth.

Lupin integrates nature-related considerations within its Enterprise Risk Management (ERM) framework, recognizing the interconnectedness of biodiversity, water resources, climate, and supply chain resilience. Consistent with the principles of the TNFD LEAP approach, Lupin assesses how natural capital dependencies and impacts may influence operational continuity, regulatory compliance, financial performance, and long-term value creation. Insights from these assessments support informed decision-making, targeted mitigation measures, and strategic investments that enhance environmental stewardship while strengthening business resilience.

To learn more about Lupin's Enterprise Risk Management, please refer to Lupin Integrated Report 2026, Page no. 184

<https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

In FY 2025-26, we undertook assessments covering 4 of our key manufacturing facilities: Pune LRP, Pune Biotech, Chhatrapati Sambhaji Nagar and Sikkim. Over the past two years, we have completed biodiversity risk assessments across 10 of our manufacturing facilities.

The assessments involved detailed surveys of flora and fauna within a radius of 10 km of each site, utilizing the WWF Risk Filter and Encore tools to identify key risks and dependencies related to biodiversity. We identified potential vulnerabilities, including physical, political, and reputational risks. The significant physical risks noted were extreme heat, tropical cyclones, need for improving natural vegetation in the community and potential disruptions in the water supply. In the previous fiscal year, similar evaluations were conducted for three of Lupin's largest sites: Mandideep, Pithampur, and Tarapur, across India.

Our biodiversity risk assessment adopted TNFD's LEAP assessment process, employing a combination of desk research and primary data collection methods. We conducted direct field observations, engaged internal and external stakeholders, and collected remote sensing data to build a comprehensive picture. We also incorporated secondary data from Environmental Impact Assessments, Plant Operation and Production Reports, and Sustainability Reports to ensure accuracy and depth.

The findings of the biodiversity evaluations in FY 2025-26 at four manufacturing sites looked into the positive or negative effects a company has on the state of nature. The following are the outcomes of the assessment.

- No Lupin sites are located near any UNESCO World Heritage Site.
- No Lupin sites are near any UNESCO Man and the Biosphere Reserves.
- No Lupin sites are located near any Ramsar Site.
- None of the faunal species at these plants feature in the IUCN RED list or have a protected status.
- None of the four manufacturing plants are located within or near legally protected/biodiversity habitat areas.

Core Zone Tree Diversity Index for Our Manufacturing Facilities



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

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

In order to manage the potential biodiversity risks, we have undertaken programs such as Tree Planation and Integrated Watershed Development in communities. As part of our employee volunteering program, we have identified key themes that reflect our commitment to both environmental sustainability and human well-being. One of our core focus areas is tree plantation. Our plantation drives have made a meaningful impact, with 7,222 trees planted in FY 2025-26. Activities such as seed ball preparation and water conservation added an interactive and educational dimension to the initiative, while also supporting our broader reforestation objectives.

In FY 2025-26, as part of site-level biodiversity and adjacent to own operations and environmental stewardship strategy, Lupin has implemented a Zero Waste to Landfill (ZWL) program across multiple manufacturing locations. The initiative aims to eliminate landfill disposal through waste reduction, segregation, recycling, co-processing, reuse, and resource recovery practices. By diverting waste from landfills, Lupin helps reduce land-use pressures, prevent soil and groundwater contamination, lower methane emissions, and minimize potential impacts on local ecosystems and biodiversity. Independent third-party certifications have validated the effectiveness of these practices, with seven sites achieving Platinum-rated Zero Waste to Landfill certification. This initiative forms an important component of Lupin's broader biodiversity risk management approach by reducing operational impacts on natural habitats while advancing circular economy principles.

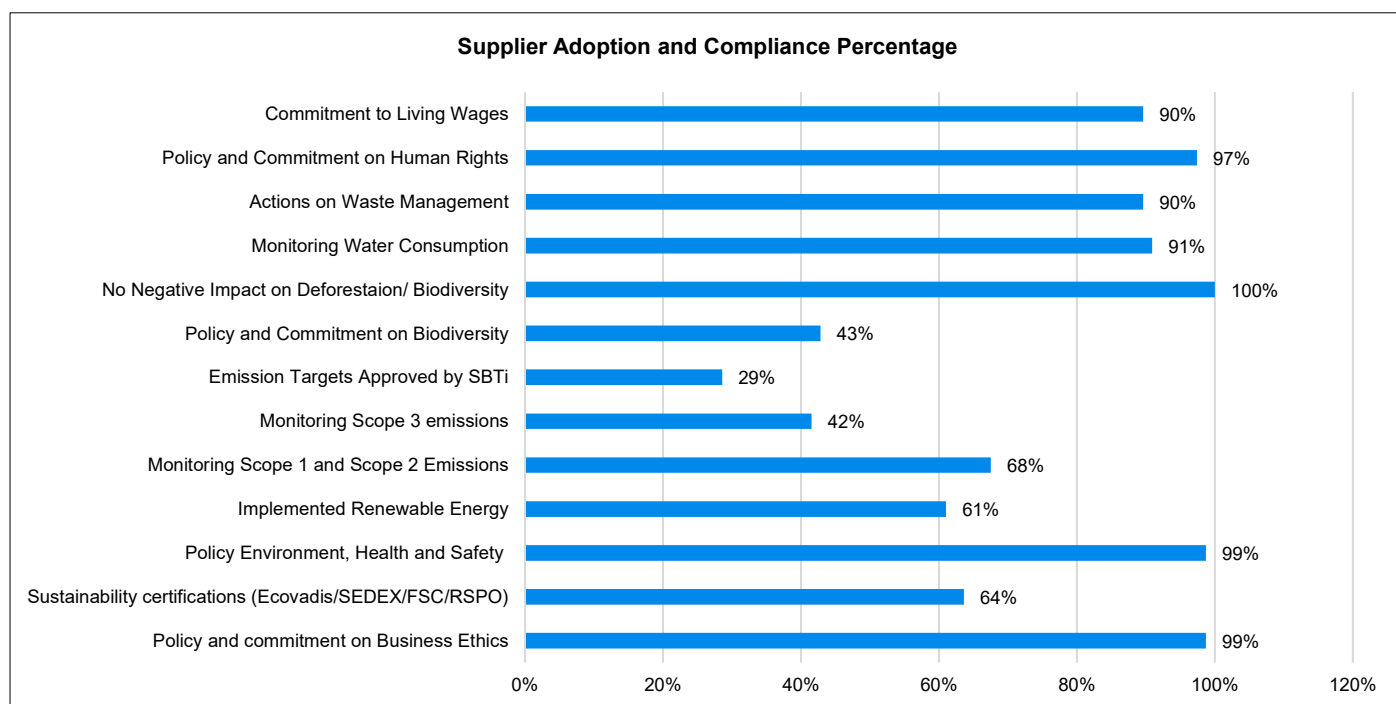
Supply Chain Biodiversity

In FY 2025-26, we embarked on a journey to undertake a biodiversity assessment covering our entire supply chain, including both upstream and downstream stages. We further embedded environmental, social, and governance considerations into supplier onboarding and performance evaluation processes through a risk-based framework. Suppliers are assessed using ESG questionnaires, third-party databases, and due diligence checks, followed by segmentation based on criticality and risk exposure.

We continue to collaborate with critical suppliers to evaluate their biodiversity risks, impacts, and dependencies. As part of our responsible sourcing approach, we assessed our strategic and critical suppliers against key ESG criteria to better understand sustainability risks, performance, and management practices across the supply chain.

Below is the summary of the assessment:

Based on the ESG assessment of strategic and critical suppliers, the evaluation indicates strong performance in biodiversity and deforestation-related practices across the supply chain. Notably, 100% of the suppliers assessed reported no negative impact on biodiversity or deforestation, demonstrating that the suppliers' operations and sourcing practices do not contribute to ecosystem degradation, habitat loss, or deforestation-related risks. This reflects a high level of environmental stewardship among key suppliers and supports Lupin's commitment to responsible sourcing and sustainable value chain management.



Lupin continues to engage with suppliers through its ESG assessment and capacity-building initiatives, encouraging the adoption of formal biodiversity policies, target setting, and biodiversity risk management practices. These efforts will help enhance environmental governance across the supply chain and contribute to the protection and restoration of natural ecosystems.

Biodiversity and No Deforestation Commitment (2.6.2 & 2.6.3)

Our Biodiversity and No-Deforestation policy align with the UN Global Biodiversity Framework, TNFD, India's National Biodiversity Action Plan, and applicable regional laws. We champion sustainable forest management and prevent deforestation by sourcing FSC or PEFC certified natural resources through our suppliers.

Our initiatives adhere to the UN Global Compact promoting SDG 15, SDG 12, and SDG 13. We endorse the UN Convention on Biological Diversity, aligning with its 2050 vision of 'Living in Harmony with Nature.' Additionally, we are committed to advancing the goals of the Kunming-Montreal Global Biodiversity Framework.

The policy can be accessed from:

https://www.lupin.com/uploads/Biodiversity_and_No_Deforestation_Commitment_Policy_056939768d.pdf

Our main objectives towards biodiversity conservation and no-deforestation include:

- To preserve the diversity of species
- Sustainable utilization of species and ecosystems
- To maintain life-supporting systems and essential ecological processes
- Work towards and achieve deforestation-free sourcing
- Collaborate with value chain partners to ensure operational activities do not occur near locations with significant biodiversity importance at global or national levels.

The key components and pillars of our biodiversity and no-deforestation commitment are:

Scope

The policy on Biodiversity and No Deforestation Commitment is applicable to all our own operations, manufacturing facilities, R&D facilities, subsidiaries, JVs, business operations, products, and services. We partner with our suppliers, service providers, and contractors to embrace biodiversity conservation and no deforestation processes for improved performance. The policy is applicable to all Lupin employees, contractors, suppliers and business partners.

The Policy is approved by the Board Member (Executive Director & Global CFO), who is a member of the ESG Core Committee and is responsible for making decisions on sustainability-related issues.

Stakeholder engagement

The policy provides a framework to Identify, engage, and collaborate with stakeholders (such as local community, NGOs, suppliers and subject matter experts) on biodiversity to develop and implement a robust and comprehensive biodiversity management plan and actions.

Lupin recognizes that effective biodiversity management requires collaboration with a diverse group of stakeholders who influence or are impacted by our operations. We have integrated stakeholder engagement into our environmental strategy to ensure inclusive, science-based, and locally relevant biodiversity actions.

Key engagement initiatives include:

- **Expert Collaboration:** Lupin has worked with environmental consultants and NGOs to develop site-specific biodiversity strategies, particularly for facilities located near ecologically sensitive zones.
- **Supplier Engagement:** We engage suppliers to promote sustainable sourcing practices, including the responsible use of natural resources and biodiversity-friendly raw materials. Through our ESG framework, we encourage partners and suppliers to adopt biodiversity-conscious practices aligned with Lupin's sustainability goals.
- **Local Community Involvement:** At several locations, Lupin has partnered with local communities to support afforestation, water conservation, and habitat restoration projects, fostering shared ownership and long-term impact.

Biodiversity and No-Deforestation Targets

- Net Positive Impact on biodiversity at all manufacturing sites by 2035 including no net loss
- Explore sustainably sourced agricultural, forestry and marine derived materials and deforestation free efforts through our suppliers by 2035
- By 2035, we aim to source 100% of our agricultural, forestry, and marine-derived products responsibly and without deforestation (including both no gross deforestation and no net deforestation).

Lupin has established biodiversity-related targets including achieving Net Positive Impact (NPI) on biodiversity at all manufacturing sites by 2035, implementing biodiversity action plans across its sites, conducting site-level biodiversity risk assessments, and applying the mitigation hierarchy of avoidance, minimization, restoration and offsetting. We also aim to source 100% of its agricultural, forestry and marine-derived products responsibly and without deforestation by 2035 and collaborates with value chain partners to ensure operational activities do not occur near locations with significant biodiversity importance at global or national levels.

No Net Loss:

Lupin is committed to achieving No Net Loss (NNL) of biodiversity and progressing towards a Net Positive Impact on Biodiversity across its manufacturing operations through the application of the mitigation hierarchy of Avoid, Minimize, Restore, and Offset. This commitment is embedded within Lupin's Biodiversity and No-Deforestation Commitment Policy, TNFD-aligned biodiversity strategy, and biodiversity risk assessment framework. Biodiversity-related dependencies, impacts, risks, and opportunities are identified through site-level biodiversity assessments and integrated into enterprise risk management and sustainability decision-making processes.

Reduction of Resource Exploitation:

Lupin recognizes water, land, and ecosystem services as key nature-related dependencies. Through TNFD-based biodiversity assessments and site-level environmental management programs, the Company evaluates biodiversity risks related to water availability, ecosystem degradation, and natural resource use. Biodiversity considerations are integrated into environmental stewardship initiatives, including water conservation, renewable energy adoption, waste reduction, cleaner production technologies, and pollution prevention measures. Biodiversity-related risks are incorporated into enterprise risk management processes to support resource-efficient operations and reduce pressures on ecosystems, particularly in water-stressed and environmentally sensitive locations.

Lupin recognizes water as a critical natural resource and has identified water availability and water stress as key nature-related dependencies through its biodiversity and TNFD assessments. Several manufacturing facilities, including Ankleshwar, Pithampur, Chhatrapati Sambhajinagar, Jammu, and Nagpur, are located in areas identified as experiencing varying levels of water stress. To mitigate impacts and support its No Net Loss approach, Lupin implements site-specific water stewardship programs focused on reducing freshwater withdrawal, improving water-use efficiency, maximizing water recycling and reuse, and strengthening wastewater treatment practices. These initiatives are integrated into the Company's environmental management systems and broader sustainability strategy

Avoidance of Sourcing from Areas of Critical Biodiversity areas

Lupin is committed to collaborating with value chain partners to ensure operational and sourcing activities do not occur in areas of significant biodiversity importance at global or national levels. Through biodiversity risk assessments and supplier biodiversity evaluations, Lupin identifies high-risk suppliers and incorporates biodiversity considerations, habitat protection, pollution prevention, and no-deforestation commitments into supplier engagement programs. As part of its TNFD-aligned approach, biodiversity impacts and dependencies are evaluated across critical suppliers and priority value chain activities to prevent biodiversity loss before impacts occur.

Reduction of Land Use Change and Deforestation

Lupin has established a target to source 100% of agricultural, forestry, and marine-derived materials responsibly and without deforestation by 2035, including both no gross deforestation and no net deforestation. The Company prioritizes sustainable sourcing initiatives for high-risk materials such as FSC-certified paper packaging and RSPO-aligned palm-derived products and works with suppliers to promote deforestation-free sourcing practices and ecosystem conservation. This target directly supports Lupin's commitment to reducing biodiversity loss associated with land-use change and habitat degradation.

Regeneration of Priority Locations

Lupin has committed to implementing site-specific Biodiversity Action Plans across manufacturing sites and investing in programs that improve habitats, protect species, enhance soil quality, improve water resources, and strengthen ecosystem connectivity. Site-level biodiversity management plans include habitat enhancement, tree plantation initiatives, protection of local flora and fauna, and restoration activities designed to improve ecological integrity within and around operational locations. Biodiversity assessments conducted across global sites provide the foundation for identifying priority restoration opportunities and monitoring biodiversity outcomes.

To support ecological restoration and biodiversity enhancement, Lupin planted 42,667 trees during the reporting year, increasing green cover, strengthening habitat connectivity, and contributing to ecosystem regeneration and No Net Loss biodiversity objectives.

Supply Chain commitment

We are committed to conserving and preserving biodiversity, to incorporating biodiversity in our operations, and promoting sustainable business practices that will not harm any species. We work with our supply chain partners towards achieving deforestation-free sourcing and ensure operational activities do not occur near locations with significant biodiversity importance at global or national levels.

Mitigation Hierarchy

Our mitigation hierarchy works on the basis that development plans try and aim for as little biodiversity loss as possible. The measurement of biodiversity loss is categorized into the following four stages:

- Complete avoidance
- Minimization, where possible
- Restoration of areas within the development
- Offsetting, either onsite or offsite

Risk assessment

We are committed to conducting risk assessments at a site level to understand the dependencies and impacts on biodiversity and ecosystem services for business and stakeholders with a focus on mitigating potential environmental and social risks on an ongoing basis.

No Deforestation Commitment: Lupin has established a publicly available Biodiversity and No-Deforestation Commitment Policy, supported by its Corporate Sustainability Policy. The policy reflects Lupin's commitment to preventing deforestation, protecting biodiversity, and promoting responsible sourcing practices across its value chain. The commitment applies to Lupin's own operations, suppliers/vendors and business partners, and has been approved and endorsed at the highest governance level which is the Board of Directors.

End All Deforestation (No Gross Deforestation)

Lupin is committed to achieving No Gross Deforestation across its value chain by 2035. The Company seeks to avoid and prevent conversion of natural forests associated with its operations, procurement activities, suppliers and business relationships.

Compensate with Future Reforestation (No Net Deforestation)

In addition to preventing deforestation, Lupin supports ecosystem restoration, afforestation and biodiversity enhancement initiatives that contribute toward No Net Deforestation outcomes and long-term landscape restoration.

Time-bound Commitment: Lupin has established a time-bound implementation target.

Target year for full implementation: 2035

By 2035, Lupin aims to fully integrate its No-Deforestation Commitment across relevant operations, supplier engagement processes, sourcing practices and partner relationships. The policy has been formally endorsed by the Board of Directors, demonstrating enterprise-wide governance and oversight of no-deforestation commitments.

Lupin expects suppliers to comply with applicable environmental regulations and progressively align with no-deforestation and biodiversity protection principles. Supplier assessments and responsible sourcing practices support implementation of these expectations. The assessment in FY 2025-26 revealed that 100% of assessed suppliers had no negative impact on deforestation and biodiversity and suppliers are progressing actions and continuous improvements.

Product stewardship

Product Design Criteria (2.7.1)

Lupin actively incorporates environmental criteria into the development of new products and services. These considerations are embedded in our R&D, product design, and manufacturing processes to ensure sustainability is addressed from the outset. We utilize a 360-degree approach to reduce the carbon footprint of our operations and value chain. Highlighted below are key aspects that we focus on to reduce our environmental impact.

Lupin integrates sustainability principles across the product lifecycle, from material selection and manufacturing to product use and end-of-life management. Through packaging optimization initiatives, including the elimination of approximately 1.3 million outer cartons and the digitalization of nearly 10 million package inserts, we significantly reduced paper consumption, avoided waste generation, and lowered resource use while maintaining product quality and patient safety. Across our manufacturing operations, continuous investments in water stewardship, waste reduction, process optimization, and resource efficiency have helped improve environmental performance and operational sustainability. We also promote circularity through certified high waste-diversion rates, water recycling and reuse practices, and responsible waste management systems. These initiatives collectively reduce our environmental footprint, enhance resource efficiency, and support Lupin's commitment to sustainable healthcare and long-term value creation.

Low Carbon Footprint Raw Material

Over the past two years, we have conducted product-level carbon footprint for 50 of our most significant products. In FY2025-26, this assessment covered 20 of those 50 products. The results of the carbon footprinting study have given us insights into the key hotspots that can be targeted to develop and procure raw materials with low ecological impact such as reduced water use and energy use in development.

Life Cycle Assessments (LCAs) conducted across key products have also helped identify environmental hotspots associated with raw material sourcing, solvent consumption, energy intensity, packaging, transportation, and end-of-life management. This helped us to identify and deploy low carbon footprint raw material. These assessments are being used to support the selection of lower-impact raw materials, improve resource efficiency, enhance solvent recovery, and strengthen sustainability considerations within product and process design.

We are investing in Green Chemistry and Anti-Microbial Resistance studies to establish an environmentally friendly supply chain and raw material identification. By prioritizing safer reagents, cleaner reactions, and smarter synthesis pathways, we aim to minimize waste at its source — not just manage it downstream. Metrics such as atom economy, E-factor, and Process Mass Intensity (PMI) guide us in selecting the most environmentally responsible routes.

Lupin integrates sustainability considerations into product and packaging design by prioritizing materials and components with lower environmental impacts wherever technically and commercially feasible. Our approach focuses on reducing resource consumption, minimizing packaging materials, increasing material efficiency, and lowering waste generation across product lifecycles. During FY 2025-26, Lupin eliminated approximately 1.3 million outer cartons, saving nearly 13 MT of paper, while also replacing conventional paper package inserts with QR code-based digital information access, avoiding the use of approximately 10 million paper inserts and saving 43 MT of paper. We

continue to evaluate opportunities for material optimization, reduction of hazardous substances, enhanced recyclability, and responsible sourcing practices that support circular economy principles while maintaining product quality, safety, and regulatory compliance.

Reducing the environmental impact of our direct operations

At Lupin, we have made significant investments in reducing consumption, including water consumption, and greenhouse gas emissions from our operations. In FY 2025-26, 26 MW of conventional power was replaced with renewable power, increasing the share of renewable power from 11% in FY 2024-25 to 31% in FY 2025-26. The share of total renewable energy (renewable power + renewable fuel) in FY 2025-26 was 48%. Targeted actions were implemented across multiple manufacturing locations, including usage of biomass fuel, installation of efficient lighting systems, pumps and motors, power factor correction, the use of solar, wind, and hybrid energy and HVAC.

In addition to renewable energy adoption, Lupin has implemented sustainability-oriented process innovation initiatives focused on reducing material intensity, improving manufacturing yields, strengthening impurity control, minimizing solvent consumption, reducing waste generation, and improving overall resource efficiency. These initiatives help lower the environmental footprint of products while maintaining quality, safety, and regulatory compliance.

Through water stewardship, energy efficiency, waste minimization, and process optimization initiatives, we seek to lower our environmental footprint while ensuring operational excellence. During FY2025-26, our facilities achieved significant improvements in water efficiency, reduced water intensity, and maintained high waste diversion rates. Additionally, process innovations such as solvent recovery optimization and resource reuse initiatives helped reduce virgin material consumption and operational waste generation. These efforts contribute to lower emissions, reduced resource use, improved circularity, and enhanced sustainability performance across our manufacturing network.

Net Zero Factory for Direct Operations: To drive measurable progress, we have adopted a structured three-phase framework encompassing assessment and planning, implementation, and monitoring and reporting. This approach helps identify carbon hotspots, prioritize high-impact abatement opportunities, and track performance through robust digital monitoring systems. Key decarbonization levers across our direct operations include energy efficiency improvements, fuel transition, renewable energy integration, circularity initiatives, and waste optimization.

Phase 1	Phase 2	Phase 3
In FY2025-26, pilot assessments were conducted at our Tarapur, Pithampur, Ankleshwar, and Mandideep manufacturing facilities in India. These assessments focused on identifying emission hotspots and evaluating interventions such as energy efficiency upgrades, boiler optimization, cleaner fuel alternatives, renewable energy	Building on these insights, FY27 will focus on translating identified opportunities into site-specific implementation roadmaps with defined ownership, timelines, investment requirements, and performance metrics. Priority projects will be executed and tracked to evaluate their impact on emissions reduction, operational performance,	Over the next five years, Lupin plans to scale the Net Zero Factory model across all manufacturing facilities. Based on the opportunities identified, the program is expected to contribute to up to a 25% reduction in operational emissions while delivering significant cost savings. This phased and data-driven

deployment, and solvent recovery initiatives.	resource productivity, and cost optimization.	approach reinforces facility-level ownership and accelerates progress toward Lupin's long-term Net Zero commitment.
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Adoption of eco-friendly logistics

Lupin's global supply chain has embarked on a targeted initiative to shift from air freight to sea freight, aimed at reducing logistics costs and minimizing carbon emissions. Sea freight offers a significantly lower carbon footprint per ton-kilometer compared to air transport, and this shift also enhances our customer service by reducing costs. To track our progress, we monitor the metric "Percentage (%) of Air Pallets," which measures the proportion of total shipments sent to the U.S. from Lupin's manufacturing sites via air cargo. In FY 2025-26, this percentage dropped to an all-time low of 17%, a substantial improvement from 34% in FY 2024-25. This has resulted in a transportation emissions reduction of 11,199 tCO₂-e in FY 2025-26 compared to baseline FY 2024-25.

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

Lupin actively collaborates with industry peers, and sectoral initiatives to accelerate the transition to a low-carbon healthcare ecosystem. Recently, Lupin joined the India Zero Emission Freight Alliance (IZEFA), reinforcing its commitment to sustainable logistics and transportation decarbonization. Through this collaboration, Lupin engages with freight owners, logistics service providers, technology partners, and industry stakeholders to promote the adoption of zero-emission freight solutions. The partnership enables the exchange of knowledge, sharing of best practices, and collective action to accelerate the reduction of transportation-related emissions across the value chain and support the transition to a low-carbon economy.

Packaging optimization initiatives, including the removal of secondary packaging components and the digitalization of package inserts, have significantly reduced material use, transportation-related resource consumption, and waste generation in FY 2025-26. Reduced packaging volumes improve logistics efficiency through lower material handling requirements and optimized transportation loads, contributing to reduced environmental impacts associated with distribution. In parallel, Lupin continues to assess opportunities to enhance packaging sustainability through material reduction, improved recyclability, and responsible packaging design while ensuring product integrity, patient safety, and compliance with regulatory requirements throughout transportation and storage.

Reducing use-phase emissions

Lupin integrates sustainability and operational efficiency into the use phase of its products and services, ensuring long-term value for customers, healthcare providers, and the environment.

Sustainability considerations are increasingly integrated into product innovation and development decisions. Lupin continues to accelerate its inhalation pipeline through green propellant programs, integrating next-generation low Global Warming Potential (GWP) propellants into respiratory products to improve environmental performance while maintaining therapeutic efficacy, patient

safety, and accessibility. This reflects our commitment to combining patient-centric innovation with environmental stewardship.

- **Energy and Water Savings:** Our manufacturing processes are designed to produce formulations that require less energy and water during preparation and administration, particularly in hospital and clinical settings during use phase.
- **Durable and Efficient Packaging:** Lupin's packaging innovations—such as moisture-resistant blister packs and recyclable materials—extend product shelf life and reduce waste during storage and transport during the use phase.
- **Extended Product Stability:** Enhanced formulation stability reduces the need for frequent replacements, minimizing resource use and improving cost-efficiency for end users.
- **Maintenance-Friendly Equipment:** For diagnostic and therapeutic support products, Lupin ensures that servicing protocols are streamlined, reducing water and material use during maintenance cycles.
- **Training and Support:** We provide guidance and training to healthcare professionals on efficient product use, including minimizing waste during administration and optimizing storage conditions.

Lupin Healthcare (UK), a subsidiary of Lupin Ltd, has taken a significant step toward environmental responsibility by assessing the Cradle-to-Grave carbon emissions of its Luforbec and Beclu inhalers. This comprehensive assessment includes emissions from raw material sourcing, manufacturing, transportation, usage, and end-of-life disposal.

We have achieved carbon neutral certification for the respiratory product portfolio Luforbec® and Beclu®, reflecting efforts to reduce emissions across the product lifecycle and responsibly address residual impact during the use phase.

Use Phase Value Addition:

- **Carbon Footprint Transparency:** By evaluating emissions during the use phase, Lupin empowers healthcare providers and patients to make informed, environmentally conscious choices.
- **Efficient Product Design:** The inhalers are designed to deliver effective treatment with minimal environmental impact, optimizing propellant use and reducing waste.
- **Durability and Reliability:** Enhanced product stability and performance reduce the need for replacements, contributing to lower resource consumption over time.
- **Carbon Assessed Product Certification:** Achieving the Carbon Footprint Standard Carbon Assessed Product branding demonstrates Lupin's commitment to reducing emissions and improving sustainability throughout the product lifecycle.

In addition, Lupin is making significant investments in using Honeywell's Solstice® Air (HFO-1234ze cGMP) propellant to develop next-generation inhalers for asthma and COPD patients. This innovative propellant aims to significantly reduce carbon emissions by preventing the release of high GWP molecules. Lupin is the first Indian pharmaceutical company to implement Solstice Air at scale in pressurized metered-dose inhalers (pMDIs). This transition from traditional HFC-based

propellants results in greenhouse gas emissions reduction by up to 99.9%, enhancing respiratory care while mitigating environmental impact during the use phase.

Low-GWP inhalers represent one of our most significant product decarbonization opportunities and contribute approximately 35% of the company's long-term Scope 3 emissions reduction potential. Our "Green Inhalers with Near-Zero Climate Impact" initiative was also showcased at the United Nations Climate Change Conference (UNFCCC COP30), demonstrating the potential of sustainable product innovation to reduce healthcare-related emissions while maintaining clinical outcomes.

Process Innovations - Green Chemistry

Lupin integrates green chemistry principles and sustainable manufacturing practices across its operations to improve resource efficiency, reduce environmental impacts, and enhance operational resilience. Our approach focuses on process innovation, yield improvement, solvent recovery, waste minimization, material efficiency, and the adoption of lower-carbon technologies across manufacturing and product development. Across manufacturing operations, we continue to improve product and process design through process simplification, manufacturing pathway optimization, yield enhancement, impurity reduction, nitrosamine-risk mitigation, solvent optimization, waste minimization, and improved asset utilization. These initiatives enable lower material intensity, reduced resource consumption, reduced waste generation, and a lower environmental footprint while maintaining product quality, safety, and compliance.

Life Cycle Assessments (LCAs) conducted for key products have also identified opportunities to further improve solvent recovery and expand the application of green chemistry principles across the value chain.

As part of our manufacturing excellence program, we continued to implement sustainability-oriented process improvements aimed at reducing material intensity, minimizing solvent use, improving resource efficiency, and strengthening cost competitiveness. These initiatives support lower environmental impact while maintaining product quality and regulatory compliance

A notable example is our Ankleshwar manufacturing facility, where process optimization initiatives focused on resource efficiency and raw material optimization delivered measurable environmental and business benefits.

Key actions included:

- Improving IPA (Iso-Propyl Alcohol) recovery by **6%** in the Ethambutol manufacturing process.
- Replacing fresh sulfuric acid with spent sulfuric acid through new vendor partnerships.
- Implementing process improvements to optimize raw material utilization and reduce virgin resource consumption.

Key outcomes:

- INR 24.3 million annual cost savings.
- 6% improvement in IPA recovery.
- Reduced consumption of virgin raw materials.
- Improved resource efficiency and waste reduction.

- Enhanced operational resilience through circular resource utilization practices
- Improved resource efficiency and waste reduction

These initiatives mark a significant step toward greener manufacturing, improving both environmental performance and cost-effectiveness without compromising product quality.

In addition, Lupin Manufacturing Solutions applies green chemistry principles, responsible resource management practices, and robust environmental, health and safety systems across its operations. All manufacturing sites are certified to ISO 14001 and ISO 45001 standards, and approximately 53% of energy requirements are met through renewable sources, supporting responsible and sustainable manufacturing practices.

End-of-Life management

We are fully committed to our Extended Producer Responsibility (EPR) obligations, ensuring the efficient recovery of post-consumer plastic waste from our products. This waste is either recycled or used as an alternative energy source. In addition, we have digitized all our consumer and patient information leaflets, reducing both costs and paper consumption.

In FY 2025-26, we recycled 3717 MT plastic waste to comply with our EPR obligations. In addition, we have substituted conventional paper inserts in medicine packaging with digital QR codes, enhancing both environmental sustainability and user experience.

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

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

Note- Extended Producers Responsibility (EPR) regime is implemented under the Plastic Waste Management Rules, 2016, according to which it is the responsibility of Producers, Importers, and Brand-owners have to ensure processing of their plastic packaging waste through recycling, re-use, or end of life disposal (such as co-processing, waste-to-energy, plastic-to-oil, road-making, or industrial composting).

Life Cycle Assessment (2.7.2)

Lupin utilizes Life Cycle Assessment (LCA) tools to assess and communicate the potential impact of its products on human health and the environment throughout their lifecycle in FY 2025-26, guided by ISO 14040 and ISO 14044 standards. Building on the previous year, we have now completed full life cycle assessment of 50 major products.

In FY 2025-26, LCA studies included both cradle-to-gate and cradle-to-grave assessments. These assessments provided a holistic view of emissions from raw material production, manufacturing, supply chain, use phase, to the disposal stage, as defined by our system boundary. We used industry-leading SimaPro LCA software and Ecolnvent database to model the environmental impacts of the chosen products.

Life Cycle Assessment Approach	Description	Percentage of Total Products
Full Life Cycle Assessment	Approach: We used Life Cycle Assessment (LCA) to evaluate environmental impacts across a product's value chain, identify hotspots, and support improvement initiatives. Assessments are conducted in accordance with ISO 14040:2006 and ISO 14044:2006, ensuring robust methodology, data quality, and system boundaries. Using SimaPro software and the Ecoinvent database, impacts are assessed across key categories including climate change, water use, resource depletion, ozone depletion, toxicity, acidification, eutrophication, particulate matter, and biodiversity-related indicators.	100
Simplified Life Cycle Assessments	Where life cycle assessment is undertaken, we prioritize a full LCA approach over simplified assessment methodologies to enable a more robust and holistic evaluation of environmental impacts across the product value chain	0
Other externally recognized tools (e.g., material flow accounting, ecological foot printing, MIPS)	We prioritize full LCA as the primary methodology for product-level life cycle impact assessment rather than using alternative or proxy assessment tools.	0
Total		100

The LCA report details the findings using thirteen midpoint indicators, including Ecotoxicity and resource depletion indicators, to measure environmental impacts such as Climate Change/Global Warming Potential (GWP), Ozone Depletion Potential (ODP), Human toxicity (cancer and non-cancer), Dust & Particulate Matter, Ionizing Radiation, Photochemical Ozone Creation Potential, Acidification Potential, Terrestrial, Freshwater, and Marine Eutrophication, Freshwater Ecotoxicity Potential, Land Use, Water Use, Abiotic Depletion (Minerals & fossils) and Renewable Resource Depletion and Species richness.

The findings of the LCA study highlighted that the environmental impact of raw materials extraction and chemicals manufacturing (materials) accounts for more than 50% of the total environmental impact. Electricity and heating consumption add another 18% impact on total GWP of the assessed products.

Exposure to Hazardous Substances (2.7.3)

Lupin Limited and its subsidiaries are in the business of manufacturing pharmaceutical preparations, which contributes more than 95% of revenue from operations. Accordingly, exposure to hazardous substances is not applicable as per the defined criteria of S&P CSA.

Lupin is a pharmaceutical manufacturing company and not a producer or importer of industrial chemical substances regulated under frameworks such as REACH or POPs hence exposure to hazardous substances is not applicable.

Our operations are governed by stringent pharmaceutical regulations focused on patient safety, product efficacy, and quality, rather than the broader chemical substance regulations applicable to other sectors. Consequently, the assessment of revenues from hazardous substances or related risk assessments under these frameworks does not apply to our business model.

However, Lupin remains committed to ensuring product safety and regulatory compliance across its portfolio. We have established comprehensive internal protocols to assess and manage chemical risks throughout our operations.

Our Hazard Identification and Risk Assessment (HIRA) framework is embedded within our Standard Operating Procedures (SOPs) and includes both qualitative and quantitative assessments of chemical hazards. These assessments cover:

- Raw materials and intermediates used in formulations,
- Operational exposure risks based on quantity, duration, and handling conditions,
- Material safety characteristics, including toxicity, flammability, and reactivity,
- Occupational hazard classifications, aligned with global standards.

In addition, Lupin conducts product-level risk assessments during development and manufacturing stages to ensure that all products meet stringent safety and quality standards before market release. These assessments are aligned with applicable pharmaceutical regulations such as those from the US FDA and Indian CDSCO, which include requirements for impurity profiling, toxicological evaluation, and environmental safety.

Our Enterprise Risk Management (ERM) system integrates chemical risk considerations into broader strategic and operational decision-making. This includes:

- Scenario analysis for potential exposure events,
- Double materiality assessments to evaluate both financial and environmental impacts,
- Periodic audits and reviews to ensure compliance and continuous improvement.

Furthermore, Lupin is actively pursuing green chemistry initiatives to reduce reliance on hazardous substances, replacing them with safer, renewable alternatives wherever feasible. Waste management protocols ensure that hazardous and non-hazardous waste is properly segregated, treated, and disposed of in accordance with local and international environmental regulations.

Moreover, we have well defined SOPs in our operations to evaluate chemical hazards, raw materials, intermediates, and potential exposures during handling through qualitative and quantitative assessments.

Our risk assessment characterizes hazards and determines exposure potential based on quantity, operation duration, material properties, and Occupational Hazard classification. All our products undergo rigorous quality checks and testing in compliance with applicable industry regulations and standards before market release.

Social Dimension

Labor Practices

We are committed to upholding fair labor practices in line with internationally recognized standards, including those outlined by the UN Global Compact, to which we are a signatory. This commitment is reflected not only in our policies but also in structured programs and on-ground measures that ensure safe, inclusive, and equitable working conditions across our operations.

Labor Practices Commitment (3.1.1)

Lupin's labor practices reflect a strong commitment to fair, safe, and equitable working conditions across its own operations and supply chain. The commitment includes the following key aspects:

- **Paying a Living Wage:** Ensures all workers receive wages that meet basic living standards, not just minimum wage.
- **Avoiding Excessive Working Hours:** Actively monitors and reduces overtime to prevent worker fatigue and burnout.
- **Setting Maximum Working Hours:** Establishes clear limits on daily and weekly working hours in line with labor laws.
- **Equal Remuneration for Men and Women:** Promotes gender pay equity across all roles and levels.
- **Paying for Annual Leave:** Guarantees paid leave entitlements for rest, recovery, and personal time.
- **Minimum Consultation/Notice Periods Before Mass Terminations:** Upholds responsible restructuring practices by ensuring advance notice and consultation with affected employees

Lupin's labor practices commitment applies to:

- **Own Operations:** All employees across manufacturing, R&D, corporate, and field functions.
- **Contractors:** Third-party labor providers are required to comply with Lupin's labor standards.
- **Partners:** Strategic partners and suppliers are expected to align with Lupin's ethical labor expectations through contractual obligations and periodic assessments.

Aspects	Remarks
Paying a living wage	As covered in our Corporate Sustainability Policy (CSP) and Human Rights Policy we are committed to promoting fair wages and ensuring <u>a living wage</u> for all our employees, contractors, and workers and we encourage our supply chain partners to pay a living wage. We strive to ensure that remuneration and benefits are fair, equitable, and compliant with applicable laws and regulations, while encouraging responsible wage practices across its value chain. Link for Corporate Sustainability Policy and Human Right Policy:

	https://www.lupin.com/wp-content/uploads/2025/02/corporate-sustainability-policy.pdf https://www.lupin.com/wp-content/uploads/2025/06/human-rights-policy-signed.pdf
Avoiding or reducing overtime or excessive working hours	To safeguard the wellbeing of our employees and contract workers, we have established clear frameworks governing working hours in compliance with applicable labour laws and internationally recognized human rights principles. We maintain defined limits on working hours, actively monitor overtime practices, and ensure that any overtime work is appropriately recorded and compensated in accordance with legal requirements and Company policies. These measures help prevent excessive working hours, reduce worker fatigue, support adequate rest and recovery periods, and promote a safe and healthy workplace. This commitment is also reflected in our Human Rights Policy. Link for Policy: https://www.lupin.com/wp-content/uploads/2025/06/human-rights-policy-signed.pdf
Setting maximum working hours	
Equal remuneration for men and women	At Lupin, compensation is fair, consistent, and free from bias, ensuring <u>equal remuneration for men and women</u>, regardless of gender or background as outlined in our Human Rights Policy. In line with our Company Code of Business Conduct and Ethics, we ensure that wages, benefits, and other conditions of employment are equitable and compliant with applicable local laws. Link for Human Right Policy and Code of Conduct: https://www.lupin.com/wp-content/uploads/2025/06/human-rights-policy-signed.pdf https://www.lupin.com/wp-content/uploads/2022/12/english_coc-handbook.pdf
Paying workers for annual leave	Every Lupinytt (which includes our workers) receives paid annual leaves and support to take their entitled time off. We believe that rest is a basic right. As part of Lupin's commitment to fair labour practices and employee wellbeing, employees are provided paid annual leave in accordance with applicable laws, regulations, and Company policies. The Company recognizes the importance of rest, recovery, and work-life balance and encourages employees to utilize their entitled leave benefits.
Setting minimum consultation or notice periods before mass terminations	We uphold dignity during transitions by ensuring reasonable notice periods and providing reskilling opportunities to adapt to industry shifts, climate transition changes, and mitigate their negative effects. Lupin is committed to ensuring that any workforce restructuring, including mass terminations, is conducted ethically, legally, and with due regard for employee welfare. The company's policies are aligned with the Industrial Disputes Act, 1947, and relevant state-level Shops and Establishments Acts, which mandate minimum notice periods and procedural safeguards. Lupin adheres to these requirements and ensures that termination notices clearly state the reason, and that affected employees receive statutory retrenchment compensation.

	Lupin is committed to managing workforce transitions responsibly and in a manner that respects employee rights and dignity. Where workforce restructuring becomes necessary, the Company follows applicable legal requirements relating to notice periods, consultation processes, and statutory compensation, while seeking to minimize adverse impacts on affected employees through transparent communication and support measures.
Scope of commitment	Our commitment to fair labor practices applies across Lupin's own operations, including all employees (full-time, part-time, and subcontractors), as well as contractors, suppliers, vendors, service providers, joint ventures, business associates, and other business partners. Through our Human Rights Policy, Corporate Sustainability Policy, and Third-Party Code of Conduct, we promote adherence to responsible labour practices, human rights standards, and ethical business conduct throughout our value chain. This comprehensive approach helps foster a respectful, inclusive, and legally compliant work environment while extending consistent labour and human rights expectations across our broader business ecosystem. Link: https://www.lupin.com/uploads/Third Party Code of Conduct Policy e0852b041b.pdf

This comprehensive approach ensures that Lupin fosters a respectful, inclusive, and legally compliant work environment, while also extending ethical labor standards throughout its value chain.

Labor Practices Programs (3.1.2)

Fairness at Lupin is a practice woven into how we support, protect, and empower our people every day. We know that when individuals feel respected, secure, and valued, they show up with greater commitment, not just to their roles, but to the purpose we all share. Lupin's labor practices are designed to uphold the dignity, well-being, and long-term resilience of its workforce. The company integrates ethical employment standards across its operations, contractors, and partners, with a focus on both compliance and proactive employee support.

These labor practices are reinforced through Lupin's Human Rights Policy and site-level Human Rights Core Committees, which support implementation, monitoring and accountability across operations. The company's human rights due-diligence process covers key labor-related areas, including fair wages, equal remuneration, working conditions, freedom of association, prevention of child and forced labor, non-discrimination, workplace safety, grievance reporting and protection against retaliation. In FY 2025-26, human rights due-diligence assessments covered 100% of Lupin's manufacturing sites, and all 17 assessed locations achieved Platinum certification under the BEC 1500:2024 Human Rights Excellence Standards.

(1) Wages Aligned to Cost of Living

Lupin ensures fair and adequate compensation through structured wage policies aligned with local laws and cost-of-living benchmarks. We regularly review our compensation frameworks to reflect inflationary trends and regional living costs. To ensure fairness, we reference region-wise living wage estimates localized from valid sources such as Wage Indicator, Fair Wage Network, and IDH Salary Matrix, alongside other relevant studies. Our internal and external benchmarking processes

In FY 2025-26, supported by market surveys, advisory firms and third-party compensation studies, we have further strengthened the governance mechanisms to maintain wage equity across roles and geographies. These programs are part of our broader commitment to employee well-being and to ensuring that all employees globally receive a salary that is competitive. Lupin is a signatory of UN Global Compact, which encourages companies to promote and provide a living wage as an essential aspect of decent work, to ensure that all workers, families and communities can live in dignity. Wage structures are regularly reviewed against industry standards and regional living wage estimates.

At many of our global locations, benchmarking is reinforced through partnerships with specialized compensation and benefits advisory firms, complemented by market intelligence from established databases such as Mercer. These assessments provide comprehensive insights into compensation and benefits across roles, enabling a robust assessment of market positioning and facilitating periodic adjustments to salary ranges. This ensures that compensation remains competitive and not merely limited to statutory minimum requirements, particularly for entry-level positions.

Fair wages and equal remuneration are also included within the scope of Lupin's formal human rights assessments, strengthening governance and oversight of compensation-related labor practices across assessed locations.

(2) Monitoring Working Hours and Overtime

Lupin ensures that all working hours across its operations are in full compliance with applicable local labor laws, including the Factories Act, 1948 and relevant State Shops and Establishments Acts in every region.

To safeguard the wellbeing of our employees and contract workers, we've instituted clear limits on working hours and we actively monitor overtime, ensuring transparency in overtime practices and compensation for our employees for all additional work/overtime. Digital systems are in place to track working hours of every worker and employee.

Lupin's HR systems monitor daily and weekly working hours to ensure compliance and prevent overwork. We continuously train HR and line managers on overtime regulations and ethical scheduling practices.

Lupin's approach to working hours and overtime reflects its commitment to employee well-being, legal compliance, and ethical labor practices. Through robust systems, transparent policies, and continuous improvement, Lupin ensures that its workforce is protected from excessive working time and fairly compensated for additional efforts.

(3) Fair Compensation for Overtime

We adhere to statutory norms regarding working hours and overtime. The company monitors employee schedules and ensures that any additional work / overtime is both documented and remunerated fairly to ensure compliance with labor laws & our internal policy. We avoid excessive working hours, and this is part of our broader commitment to human rights and workplace safety.

(4) Engagement with Worker Representatives

Regular dialogue with workers' representatives on working conditions at our manufacturing plants allows us to identify concerns early and respond with agility, strengthening mutual trust. Lupin

maintains regular dialogue with workers' representatives and unions, fostering a collaborative approach to improving working conditions. These engagements include structured feedback sessions, grievance redressal mechanisms, and joint reviews of workplace policies, systems and processes. The outcomes of the engagement are converted into actions and implemented as applicable. Ongoing engagement enables us to surface concerns early, respond promptly, and reinforce a culture grounded in trust and accountability. In FY 2025-26, industrial relations across all manufacturing sites remained stable and constructive, supported by regular engagement with employee representatives, transparent communication, and effective grievance redressal mechanisms.

In FY 2025-26, 58% of Lupin's permanent workers were members of recognized employee associations or unions, demonstrating the extent of formal worker representation within the organization. Lupin's human rights assessment also found no operations or suppliers presenting risks to the right to exercise freedom of association or collective bargaining.

Employees and workers can raise workplace concerns through multiple channels, including managers, Human Resources, the Ethics Office and the independent Office of the Ombudsperson. These mechanisms provide confidential reporting and protection against retaliation.

(5) Closing the Gender Pay Gap

We also routinely benchmark salaries against industry standards to close the gender pay gap, ensuring equity across the board. We ensure compensation is fair, consistent, and free from bias, regardless of gender or background. To promote equal remuneration, in FY 2025-26 Lupin routinely analyzed pay data across roles and genders and continued to benchmark compensation through internal reviews and external compensation studies. Disparities are addressed through corrective actions, transparent salary bands, and inclusive hiring and promotion practices. Our compensation framework is designed to provide fair, unbiased, and consistent remuneration irrespective of gender, role, or background.

Equal remuneration, non-discrimination and diversity, equity and inclusion are expressly covered within Lupin's human rights due-diligence framework, providing an additional mechanism to assess whether workplace practices are consistent with the company's commitment to equitable compensation and equal opportunity.

Our approach to workplace equity is further supported by structured, capability-based recruitment assessments, training for hiring managers and recruiters on mitigating unconscious bias, and the progressive use of anonymized candidate profiling and data-driven evaluation insights to reduce subjectivity in hiring decisions.

(6) Extending Social Protection

We extend social protections (life Insurance, health insurance, accident insurance, paid parental leave including both maternity & paternity leave, day-care facilities, sick leave) to our workers, supplementing public programs with company-backed safeguards. In FY 2025-26, eligible employees and workers continued to receive these benefits. We further support employees through family-friendly workplace initiatives and our WellBeing360 framework, which promotes physical, emotional, nutritional and financial well-being across the workforce. Also in FY 2025-26, more than 210 wellness interventions were conducted across locations, supported by dedicated wellness programs and employee assistance initiatives designed to strengthen overall workforce resilience

and well-being. The WellBeing360 framework was further supported by more than 50 Certified Emotional Care Champions, strengthening access to emotional well-being support across the organization.

Our social-protection framework extends beyond statutory requirements and includes life, health and accident insurance, disability and retirement-related provisions, transportation support, housing support and day-care facilities for eligible permanent employees, depending on the applicable geography and employee category.

The company also provides structured parental-leave benefits. In India, eligible primary caregivers receive 26 weeks of paid parental leave, while eligible non-primary caregivers receive one week of paid leave, together with return-to-work support.

(7) Promoting Paid Leave and Rest (Paid annual leave)

Every Lupin employee (which includes our workers) receives paid annual leave and support to take their entitled time off. We believe that rest is a basic right. Managers are encouraged to proactively support leave planning and employee well-being, consistent with our WellBeing360 approach which reinforces work-life balance and healthy workplace practices. Systems are in place to support leave planning and promote a culture of respect for personal time. In FY 2025-26, we continued integrating leave tracking and employee wellness initiatives into HR systems to encourage timely utilization of annual leave and promote a healthy work-life balance. In addition, managers are trained to proactively support leave planning and prevent burnout.

In addition to paid annual leave, Lupin's family-support framework includes flexible work models and family-friendly policies, which complement leave entitlements and support employees in balancing professional and personal responsibilities.

(8) Reskilling Through Transitions and Training

We uphold dignity during transitions by ensuring reasonable notice periods during transitions and offering reskilling opportunities to adapt to industry shifts and climate transition changes, while mitigating their negative effects. Recognizing the impact of industrial and climate transitions, Lupin continued to invest in reskilling and upskilling programs to future-proof our workforce throughout FY 2025-26. These include:

- Digital literacy and automation training
- Sustainability, ESG, and climate awareness modules
- Transition support for roles affected by decarbonization or process shifts
- Leadership and capability-building programs
- Continuous learning initiatives that delivered more than 1.5 million learning hours across the organization during FY 2025-26

This ensures employees remain employable and adaptable in a changing business landscape.

We at Lupin take pride in fostering a culture of fairness, inclusion, and respect. In FY 2025-26, Lupin was recognized as a Great Place to Work® across 13 geographies and achieved Platinum Human Rights ratings across its assessed locations. Fairness remains the foundation of a workplace where people feel safe to grow, supported to succeed, and empowered to make a difference. Lupin's labor practices program reflects a holistic and human-centered approach to employment. By combining fair compensation, inclusive policies, proactive engagement, and future-readiness, Lupin ensures that its workforce is supported, respected, and empowered to thrive.

These outcomes are supported by an employee satisfaction score of 85%, with 85% employee participation and 85% positive responses across engagement and workplace-culture parameters during FY 2025-26. Lupin also maintained zero complaints relating to child labor or forced labor during the year. Together with the company's grievance mechanisms, human-rights assessments and worker-representation practices, these results demonstrate a structured approach to monitoring labor conditions, identifying concerns and strengthening workplace protections across operations.

Discrimination & Harassment (3.1.3)

Lupin has a group-wide policy framework addressing discrimination and harassment, equal opportunity, diversity and inclusion, and prevention of harassment, including sexual and non-sexual harassment. Lupin is committed to providing a workplace that is free from discrimination, harassment, bullying, retaliation, and any conduct that undermines human dignity, respect, and equal opportunity. The Company prohibits discrimination across all employment practices, irrespective of race, age, ancestry, nationality, ethnicity, gender, gender identity, sexual orientation, disability, religion, marital status, family status, or any other protected characteristic. These commitments are also embedded in Lupin's Human Rights Policy, Code of Business Conduct & Ethics, Diversity, Equity & Inclusion (DEI) Policy, and Prevention of Workplace Harassment/POSH Policy.

Lupin maintains Internal Committees and Local Internal Committees across seven Lupin entities to investigate sexual harassment complaints and oversee preventive measures. These committees are supported by structured quarterly meetings to strengthen regulatory compliance, confidentiality, effective case handling and audit readiness, alongside improved adherence to SHe-Box requirements and enhanced digital record keeping. Awareness measures include mandatory POSH e-learning modules, which achieved 100% completion, complemented by in-person training sessions across locations. Employees also have access to an independent Ombudsperson channel, and the grievance framework prohibits retaliation against individuals raising concerns in good faith.

Policy Aspects	Remarks
Explicit statement prohibiting harassment: - Sexual harassment - Non-sexual harassment	We provide equal employment opportunities and respect the personal dignity of every individual regardless of race, age, ancestry, gender, color, ethnic origin, citizenship, sexual orientation, gender identity, marital status, family status, disability, religion, handicap, or any other classification protected by applicable laws. These principles extend to all employment decisions, including recruitment, training, evaluation, promotion, rewards or any other terms and conditions of work. As covered in our Human Rights Policy and Code of Conduct, Lupin is committed to providing a work environment free from all forms of harassment or any other disrespectful conduct, whether committed by fellow employees, by a supervisor or manager, or by someone not directly connected to Lupin (e.g., an outside vendor, consultant, or customer). Harassment can come in many forms, including physical actions, verbal or written remarks or visual depictions. Sexual harassment, as a subset of harassments, includes any unwelcome sexual advances, requests for sexual favors, and other verbal or physical harassment of a sexual nature.

	Harassment is unacceptable at Lupin whether it is at the workplace or in any work-related setting outside the workplace, such as during business trips, business meetings and business-related social events. We have institutionalized POSH (Prevention of Sexual Harassment at the Workplace) policy and have formulated an Internal Complaint Committee to address such incidents as and when reported.
Zero tolerance policy for discrimination	Lupin maintains a strict zero-tolerance policy toward all forms of discrimination, harassment (including sexual harassment but not limited to), retaliation, bullying, victimization, and any conduct that undermines human dignity, equality, inclusion, or fair treatment in the workplace. This commitment is embedded in our Human Rights Policy, Code of Business Conduct & Ethics, Diversity, Equity and Inclusion (DEI) Policy, and Prevention of Workplace Harassment Policy. Lupin is committed to providing equal employment opportunities and fostering a respectful, safe, and inclusive work environment for all employees. We prohibit discrimination in all employment-related decisions and workplace interactions, including recruitment, hiring, compensation, training, promotion, performance evaluation, career development, transfers, rewards, and termination, regardless of race, color, age, ancestry, nationality, ethnicity, gender, gender identity or expression, sexual orientation, disability, religion, marital status, family status, socio-economic background, or any other characteristic protected by applicable laws. Any reported incident of discrimination is addressed promptly through established governance mechanisms that ensure confidentiality, impartiality, due process, and protection against retaliation. Employees and third parties may report concerns through multiple channels, including managers, Human Resources, the Internal Complaints Committee (ICC), the Office of Ombudsperson, and independent third-party EthicsPoint reporting platforms that support anonymous reporting, where permitted by law. Confirmed violations may result in appropriate corrective and disciplinary actions, including counseling, mandatory training, formal warnings, suspension, or termination of employment, depending on the severity of the misconduct. Lupin strictly prohibits retaliation against any individual who raises concerns or participates in an investigation in good faith and regularly reinforces these expectations through mandatory training, awareness programs, and ongoing leadership engagement.
Training for all employees on discrimination or	Lupin is committed to fostering a workplace culture built on dignity, respect, inclusion, and equal opportunity through mandatory training and continuous awareness programs on discrimination, harassment, human rights, workplace ethics, and prevention of sexual harassment.

harassment in the workplace	These programs reinforce our zero-tolerance approach to discrimination, harassment, bullying, retaliation, and any behavior that undermines a safe and inclusive work environment. All employees are required to complete onboarding and periodic refresher training covering key policies and expectations, including: • Human Rights Policy • Code of Business Conduct & Ethics • Anti-discrimination and Equal Opportunity principles • Prevention of Workplace Harassment and Respect at Work standards • Prevention of Sexual Harassment (POSH) requirements • Reporting and grievance mechanisms, including Ombudsperson and Whistleblower channels • Non-retaliation commitments and employee rights and responsibilities During FY 2025-26, Lupin conducted mandatory Code of Conduct, Human Rights, Workplace Harassment, and POSH training programs across its operations. All employees completed mandatory POSH e-learning modules, and additional awareness and sensitization sessions were conducted for managers, HR professionals, Internal Complaints Committee (ICC) members, and site leadership to strengthen prevention, early identification, reporting, and effective resolution of discrimination and harassment-related concerns Training effectiveness is supported through regular communications, awareness campaigns, leadership engagement, employee feedback mechanisms, compliance monitoring, and periodic policy refreshers. These initiatives help ensure that employees understand expected behaviours, recognize prohibited conduct, know how to report concerns, and contribute to maintaining a respectful, safe, and inclusive workplace across all Lupin locations. Through continuous education and awareness-building, Lupin reinforces individual accountability and promotes a workplace where every employee is treated fairly, respectfully, and without fear of discrimination, harassment, or retaliation.
Defined escalation process for reporting incidents specific to discrimination and/or harassment	Our Code of Business Conduct & Ethics, Whistleblower Policy, Human Rights Policy and Prevention of Workplace Harassment Policy, empower employees to report unethical practices, sets-up specified mechanisms to deal with workplace harassments and facilitate their swift redressal. Employees are encouraged to reach out to their immediate supervisor, Head of Department or Human Resource Department. Additionally, our employees can raise their concerns with the Office of Ombudsperson about potential issues concerning unethical behavior, discriminating or

	gender-biased misconduct and violation of Company's policies or CODE at ombudsperson@lupin.com. To create a transparent process and maintain anonymity, Lupin also has a 24/7 independent third party service that routes inquiries and concerns to the Compliance and Ethics Office. They can be reached through: Lupinglobal.ethicspoint.com (India & APAC) and Lupin.ethicspoint.com (Americas & EMEA).
Corrective or disciplinary action taken in case of discriminatory behavior or harassment	Lupin maintains a zero-tolerance policy towards any form of discriminatory behavior or harassment in the workplace. The company has established clear protocols and governance mechanisms to ensure prompt and fair resolution of such incidents. We maintain a zero-tolerance approach to discrimination, harassment, or any conduct that undermines individual dignity. Corrective or disciplinary action will be taken in instances of such behavior, in accordance with established systems and processes outlined in our Human Rights Policy. These mechanisms ensure that all concerns are addressed fairly, confidentially, and with due process. Key Measures Include: • Policy Framework: Lupin's Code of Conduct and Prevention of Sexual Harassment (POSH) policy outline unacceptable behaviors and the disciplinary consequences for violations. • Reporting Mechanisms: Employees can report incidents through multiple confidential channels, including internal committees and third-party helplines. • Investigation & Resolution: All reported cases are investigated by designated committees, including the Internal Complaints Committee (ICC), in accordance with legal and ethical standards. • Corrective Actions: Depending on the severity of the violation, actions may include formal warnings, mandatory training, suspension, or termination of employment. • Awareness & Training: Regular sensitization programs are conducted to promote a respectful and inclusive workplace culture.

We actively track and report on workforce diversity and inclusion across levels and roles. The following tables (3.1.4, 3.1.5 and 3.1.6) reflect our current gender representation, the public commitments we've made to improve it, and how we monitor both nationality diversity and gender pay equity across the organization.

Workforce Breakdown: Gender (3.1.4)

The company reports the gender breakdown of its workforce.

Coverage: 100% of FTEs

Diversity Indicator	FY 2025-26 Status (%)	Target %	Target Year
Share of women in total workforce (as % of total workforce)	12.8	15	2030
Share of women in all management positions, including junior, middle and top management (as % of total management positions)	10	10	2030
Share of women in junior management positions, i.e. first level of management (as % of total junior management positions)	9	10	2030
Share of women in top management positions (as % of total top management positions)	16	15	2030
Share of women in management positions in revenue-generating functions (as % of all such managers)	5.7	7	2030
Share of women in STEM-related positions (as % of total STEM positions)	24	30	2030

Workforce Breakdown: Race/Ethnicity & Nationality (3.1.5)

Workforce race/ethnicity/nationality data is monitored and reported for 100% of Lupin's employees (100% FTE coverage) across applicable geographies, subject to local legal and data privacy requirements.

Breakdown based on Nationality	Share in total workforce (as a % of total workforce)	Share in all management positions, including junior, middle and senior management (as a % of total management workforce)
Indian	94.29	95.6
Brazilian	1.74	0.2
Mexican	1.27	1.5
Filipino	1.21	1.4
South African	0.64	0.7
German	0.31	0.4
Dutch	0.16	0.1
British	0.1	0.1
Canadian	0.1	0.1
French	0.06	0.1

Gender Pay Indicators (3.1.6)

Gender Pay Indicator data covering equal pay analysis and gender pay gap analysis is monitored and reported for 100% of Lupin's employees (100% FTE coverage) across applicable geographies.

Lupin is committed to ensuring fair and equitable compensation practices and regularly monitors gender pay indicators across all employee levels as part of its broader diversity, equity and inclusion agenda. The Company follows a consistent remuneration framework based on role, skills, experience, performance and market benchmarks, irrespective of gender. Lupin continues to strengthen gender diversity through targeted hiring, leadership development and succession planning initiatives aimed at increasing female representation across management and leadership positions, thereby supporting a more balanced workforce over time.

Compared with the previous year, the gender pay gap has narrowed across several employee categories, reflecting ongoing efforts to strengthen representation and advancement opportunities for women.

Employee level	Average Women Salary (INR)	Average Men Salary (INR)
Executive level (base salary only)	7015604.46	9290139.97
Executive level (base salary + other cash incentives)	8188088.28	10797677.80
Management level (base salary only)	2111275.92	2264149.02
Management level (base salary + other cash incentives)	2250338.09	2361785.70
Non-management level (base salary only)	612652.80	732336.24

The reported gender pay indicators should be interpreted in the context of workforce demographics and occupational distribution. Lupin's focus remains on promoting equal opportunity, fostering gender diversity across all levels, and improving representation of women in leadership and technical roles, which is expected to contribute to narrowing observed gender pay differentials over the long term.

The data has been third party verified and assured by DNV Business Assurance India Pvt Limited & assurance statement is available on page no 214-219 of Integrated report FY 2025-26.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Indicator	Difference between men and women employees (%)
Mean gender pay gap	13.61
Median gender pay gap	24.90
Mean bonus gap	5.80
Median bonus gap	14.92

The data has been third party verified and assured by DNV Business Assurance India Pvt Limited & assurance statement is available on page no 214-219 of Integrated report FY 2025-26

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Workforce Trade Union and Collective Bargaining Coverage (3.1.7)

We respect our employees' right to freedom of association and collective bargaining, and the table below reflects the share of our workforce represented through unions.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
% of workers represented by an independent trade union or covered by collective bargaining agreements	49%	56%	56%	58%

The data has been third party assured (DNV Business Assurance India Pvt Limited) & assurance statement is available on page no 214-219 of Integrated report of FY 2025-26.

<https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Human Rights

Human Rights Due Diligence Process (3.2.2)

We carry out regular human rights due diligence in line with our Company's Human Rights Policy, with a commitment to uphold these principles across both our own operations and our value chain. Furthermore, all our business partners, including joint ventures, are expected to meet these same high standards through contractual obligations and ongoing engagement.

(1) Risk identification in our own operation

Risk identification within our own operations is managed by our HR Head, supported by site and functional teams, who develop and implement mitigation plans. We have institutionalized Human Rights management processes through Site-level Human Rights Core Committees — cross-functional and inclusive forums led by site heads and comprising representatives from management, junior staff, women employees, and contractors.

In FY 2025-26, human rights due diligence assessment was expanded across 100% of manufacturing sites. Site-level Human Rights Core Committees continued to monitor compliance, grievance management, remediation actions, and accountability. Mandatory annual human rights awareness training was conducted for permanent and contractual employees, supplemented by onboarding sensitization programs and capability-building initiatives for internal auditors. Human rights implementers were also trained to identify and assess human rights risks proactively.

(2) Risk identification in our value chain or other activities related to our business

Risk identification in our value chain, especially with key suppliers, is addressed through our supplier ESG Program, which monitors their performance against social criteria, including specific human rights standards.

In FY2025-26, Lupin further strengthened supplier human rights due diligence through structured ESG assessments and supplier capacity-building programs. ESG screening has been institutionalized for new suppliers and suppliers are required to comply with our Supplier/Third Party Code of Conduct and human rights expectations.

(3) Risk identification in new business relations (mergers, acquisitions, joint ventures, etc.)

When establishing new business relationships, including mergers, acquisitions, and joint ventures, we prioritize risk identification to ensure alignment with our Human rights policy and commitments. All new agreements and associations undergo an extensive due diligence process which covers checks against human rights violations. All our business agreements and contracts include a standard provision to ensure compliance with relevant laws and policies that cover human rights requirements.

(4) Systematic periodic review of the risk mapping of potential issues

“Protection of Human Rights” is a formally recognized ESG risk in our corporate risk register, with designated risk owners accountable for its management. Supported by site and functional teams, these owners ensure the development and implementation of consistent mitigation plans. We conduct a systematic and periodic review of the risk mapping of potential human rights issues through internal audits every fiscal year. This is supplemented by independent third-party audits that are conducted every year. Insights from these reviews inform ongoing refinements to our risk treatment strategies, ensuring responsiveness and alignment with our human rights commitments.

During FY 2025-26, independent third-party human rights due diligence assessments were conducted across all 17 assessed locations in alignment with BEC 1500:2024 Human Rights Excellence Standards. Site-specific action plans were developed wherever improvement opportunities were identified, ensuring continuous enhancement of our human rights management systems.

(5) Actual or potential human rights issues covered

In FY2025-26, all 17 assessed locations (including 2 sites of our subsidiaries) achieved Platinum Certification under the BEC 1500:2024 Human Rights Excellence Standards following independent assessments conducted by external auditors.

The human rights issues included for evaluation encompassed the following:

- Leadership
- Discrimination
- Diversity and Inclusion
- Forced Labour
- Human Trafficking
- Child Labour
- Freedom of Association & Right to Collective Bargaining
- Fair Wages, Equal Remuneration and Benefits
- Anti-Harassment
- Environment
- Health & Safety
- Community Engagement
- Reporting Concerns
- Non-Retaliation

Additionally, no operations or suppliers were identified as posing risks to freedom of association or collective bargaining, and no adverse human rights impacts caused or contributed to by the Company were reported during the year.

(6) Groups at risk of human rights issues covered

In our human rights risk identification process, we have considered the specific risks faced by vulnerable groups including – own employees, women, group of employees including third-party contract employees, migrant workers, all employees including on roll employees, supervisors, managers, women, interns, apprentices & the extended workforce if any in facility management, security, process and other areas recognizing them as key stakeholders in our due diligence approach.

During FY2025-26, additional focus was placed on accessibility and inclusion for Persons with Disabilities (PwDs), with accessibility audits initiated at key locations along with the groups mentioned above. Customized onboarding support, manager sensitization programs, and workplace accessibility initiatives were implemented to strengthen inclusion and protection mechanisms.

Security personnel across locations also received human rights training to reinforce compliance with human rights principles and respectful workplace practices.

Human Rights Assessment (3.2.3)

We conduct human rights assessments across all our sites and proactively evaluate our contractors and joint ventures to identify and manage potential risks. As part of our commitment, we have set a target to complete these assessments annually. The following table outlines our coverage over the past three years.

Category	% of total assessed in last three years	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own operations (as a % of sites)	100	0	0
Contractors and Tier I suppliers (as a % of contractors or Tier I Suppliers)	100	0	0
Joint ventures	100	0	0

Human Rights Mitigation and Remediation (3.2.4)

Category	Remarks
Processes implemented to mitigate human rights risks	We have institutionalized Human Rights management processes through Site-level Human Rights Core Committees — cross-functional, inclusive forums led by site heads, and comprising representatives from management, junior staff, women employees, and contractors. These committees collaborate to ensure our human rights policy, human rights risks and actions isn't just documented, but it's actively implemented, monitored, and lived. They track performance indicators, investigate grievances, and enable early interventions wherever needed, reinforcing our zero-tolerance stance toward any form of workplace injustice on human rights. In FY 2025-26, human rights due diligence expanded across 100% of manufacturing sites. Mandatory annual human rights awareness training was conducted for permanent and contractual employees, while human rights implementers were trained to proactively identify and assess potential risks. Lupin mitigates human rights risks through a comprehensive framework that includes human rights and labor policies, ethical business conduct standards, responsible supply chain management, employee training, grievance mechanisms, occupational health and safety programs, and ongoing risk assessments. The Company integrates human rights considerations into its operations and value chain, monitors compliance through audits and reviews, and implements corrective actions where necessary to uphold the rights, dignity, safety, and well-being of employees, contractors, suppliers, and affected stakeholders.
The number of sites with mitigation plans	Following independent third-party audits across all our operations last year, we renewed our certifications and assessment in the current year and achieved a "Platinum Rating" highest rating, covering 17 sites and both Lupin employees and contractual workers. Although the company has neither caused nor contributed to any adverse effect related to any human rights topic or human rights violation during the reporting year, special projects and site-specific improvement initiatives (mitigation plan and actions) are ongoing across all 17 sites to proactively strengthen our human rights management system. We have around 5 mitigation plans covering 17 sites. 1. Strengthening Human Rights Governance and Oversight 2. Building Workforce Awareness and Human Rights Capacity 3. Advancing Inclusive Employment and Responsible Workforce Practices 4. Enhancing Grievance Redressal and Remediation Mechanisms

The type of remediation actions taken	5. KPI monitoring, dashboard oversight and supplier assessments We conducted independent third-party audits across all our operations this year, covering contractors and JVs. These comprehensive assessments found no violations or adverse findings on human rights, and all sites achieved the highest possible Platinum Rating. This strong outcome is a testament to the effectiveness of our governance systems and the integrity of our day-to-day practices. While no remediation was required this year, we have robust systems in place to act swiftly if needed. More broadly, we have robust systems in place to act swiftly if concerns or potential gaps are identified. Key actions taken in FY 2025-26: 1. Strengthening Human Rights Governance and Oversight In FY 2025-26, 100% of our operations/sites (17 sites) were strengthened with Site-level Human Rights Core Committees, which continued to monitor compliance, grievance management, remediation actions, and accountability. These site-level initiatives form part of our continuous improvement approach, with progress tracked through periodic assessments and management reviews. 2. Building Workforce Awareness and Human Rights Capacity To proactively strengthen the human rights management system, we have also taken targeted actions in areas identified through our audit and monitoring processes. Human Rights Policy and Code of Conduct awareness have been embedded in induction for on-roll and contract employees, with human rights policy being communicated in vernacular languages and displayed at respective locations. Awareness of grievance redressal channels has been reinforced through internal communication and the Human Rights Committees at site locations and Head Office. Gender sensitization has been incorporated into Udbhav/induction, supported by diversity-hiring sessions for hiring managers during FY 2025-26. 3. Advancing Inclusive Employment and Responsible Workforce Practices: We have also continued to strengthen inclusion and workforce controls through the engagement of persons with disabilities, including through third-party contract employment at Lupin India sites, followed by site level third party accessibility audits along with accessibility and safety measures at these locations. Contractor workforce controls are being strengthened through digitalization of processes through CLMS and quarterly awareness sessions on the prohibition of child and forced labour. 4. Enhancing Grievance Redressal and Remediation Mechanisms Our grievance and remediation mechanism continues to play an important role in ensuring workforce concerns are effectively
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	reviewed and addressed. Where concerns have been identified, timely corrective actions have been implemented, including reimbursement and remediation measures where applicable. The process reinforces accountability across the workforce ecosystem and demonstrates the effectiveness of Lupin's grievance redressal framework in delivering fair and appropriate outcomes for employees and contractual workers. 5. KPI monitoring, dashboard oversight and supplier assessments At the system level, oversight has been enhanced through a Qlik Sense dashboard for quarterly monitoring of Human Rights KPIs, enabling more consistent central monitoring and follow-up. Human rights considerations are also being integrated into ESG supplier assessments, extending the continuous-improvement approach beyond our own workforce and operations. We also enhanced internal capability by extending our Internal Auditor program to include Human Rights auditing competencies, enabling broader identification, assessment, and monitoring of potential human rights risks across operations and value-chain activities. In addition, we maintain a zero-tolerance approach to retaliation, supported by clear grievance and investigation protocols to ensure that all concerns are addressed promptly, fairly, and confidentially. Where concerns or areas for improvement are identified, appropriate corrective and preventive actions are implemented, including investigation, remediation where applicable, strengthening of controls and processes, and follow-up monitoring to support effective closure and prevent recurrence.
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Human Capital Management

Our human capital strategy is anchored around three core pillars: capability-building through strategic learning, culture-building through inclusive leadership, and care-building through holistic well-being. This integrated approach enables us to build future-ready teams.

Training and Development Inputs (3.3.1)

Lupin measures and monitors employee training participation and completion across its workforce and maintains detailed training data across multiple demographic and organizational categories. Training metrics are broken down by gender, management level (top, senior, middle, junior etc), nationality/country, and type of training, enabling targeted capability development, compliance tracking, and workforce inclusion analysis. We also maintain age group-wise training information, which is regularly used for internal workforce analytics, skills development planning, succession management, and assessment of learning effectiveness across different employee cohorts.

This segmented approach helps Lupin assess training effectiveness, identify development needs across employee groups, and ensure equitable access to learning opportunities throughout the organization.

To stay competitive and close skills gaps, we invest thoughtfully in learning and development, focusing not just on capability-building, but also on fostering retention, internal mobility, and employee engagement. The tables below reflect our average time and investment in L&D, along with learning hours across employee levels and the key themes covered.

Training and development data covers 100% of global employees and is reported at a consolidated group level.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average hours per FTE of training and development	96.62	64.05	52.22	60.79
Average amount spent per FTE on training and development (in INR)	4,702	6885	12,050	10,034

The tables below present a breakdown of the reported KPIs by gender, management level, and type of training, providing greater transparency into workforce composition, participation, and training coverage across different employee categories.

TRAINING DATA BREAKDOWN (MANAGEMENT LEVEL & GENDER WISE for FY 2025-26)				
Category	Unit	Male	Female	Total
Top Management	Total hours of training	260.17	1242.33	1502.49
Senior Management	Total hours of training	54861	7310.71	62171.73
Middle management	Total hours of training	172254.75	23149.90	195404.65
Junior management	Total hours of training	1132742.6	121525.22	1254267.81
Other permanent employees	Total hours of training	7008.22	8101.33	15109.56

All the above indicators are third party assured (DNV Business Assurance India Pvt Limited) and assurance statement is available on page no 214-219 of Integrated report FY 2025-26.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

TOPIC-WISE TRAINING BREAKUP		
Category	Unit	FY 2025-26
Technical	Total hours of training	1111327.92
Non-Technical	Total hours of training	122228.05
POSH	Total hours of training	64267
Code of Conduct	Total hours of training	22958.5
Skill-upgradation	Total hours of training	207644.79
Others	Total hours of training	30
Total		1528456.26

All the above indicators are third party assured (DNV Business Assurance India Pvt Limited) and assurance statement is available on page no 214-219 of Integrated report FY 2025-26.

MANDATORY TRAINING					
Category	Unit	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
POSH/Sexual Harassment	% of Participants who have completed the training	100% for last 4 years			
Code of Conduct	% of Participants who have completed the training	100% for last 4 years			

Employee Development Programs (3.3.2)

Lupin is committed to fostering continuous learning and professional growth through a range of employee development initiatives. We offer coaching and mentorship, leadership development, digital capability building and continuous learning opportunities through structured programs, employee networks and collaborative learning forums. Key initiatives include RISE (Transition Point Leadership Program), which develops leadership capabilities through action learning, coaching and cross-functional exposure; ENHANCE, our flagship leadership development program focused on leadership readiness and strategic thinking; COMPASS, a structured coaching initiative that strengthens managerial effectiveness and employee engagement; and EDGE, our digital learning ecosystem that provides employees with personalized and self-paced learning opportunities. Employees are also encouraged to connect and learn through teams and networks, mentoring relationships, employee resource groups and professional networks. In addition, Lupin provides a structured retirement and separation transition program that supports retiring employees through personalized guidance, retirement planning, benefits continuation support and engagement activities, while employees undergoing involuntary separation are supported in accordance with company policies and applicable regulations. Together, these initiatives support leadership pipeline development, succession planning, digital transition, capability building and continuous learning across the workforce.

All our learning programs cover all our employees – be it contractual/part time/ our own workforce.

Type of program offered for employee development	Remarks	Coverage (FTE/Contractual/Both)
Leadership Development Program	Lupin develops current and future leaders through structured leadership and capability-building programs including RISE, ENHANCE, COMPASS, EXCEL, Genesis, GROW. These programs are designed to strengthen leadership effectiveness, coaching capability, succession planning, internal mobility, cross-functional collaboration, global exposure, technical expertise, and future leadership readiness. Learning is delivered through digital, classroom, experiential, and on-the-job formats, supporting continuous professional development and organizational capability building. <u>ENHANCE</u> is Lupin's flagship two-year leadership development journey for middle-level leaders,	Both

	delivered in partnership with a premier management institute, focusing on business acumen, strategic thinking, people leadership, and succession readiness. <u>RISE</u> prepares high-potential managers for broader leadership responsibilities through immersive learning, coaching, and experiential development. <u>COMPASS</u> strengthens coaching capability and cross-functional collaboration through leader-led development interventions, helping build a strong pipeline of future-ready leaders across the organization. <u>Brazil: Lidera+</u> is a structured leadership development journey that builds behavioral, managerial, and business impact capabilities through modules on self-awareness, cross-functional collaboration, emotional intelligence, leadership didactics, and more. The program culminates in a practical improvement project, strengthening leadership readiness, internal talent pipelines, and alignment between people development and business results.	
Cultural education	Given our diverse multinational workforce, we foster a culture of inclusion, belonging and mutual respect through Diversity, Equity & Inclusion (DEI) initiatives, mentoring programs, accessibility initiatives, human rights awareness sessions, and cultural sensitization campaigns. <u>EMERGE 2.0</u> supports the growth and development of women employees through capability building and career advancement opportunities. Across global operations, employees participate in awareness campaigns and engagement initiatives that promote cross-cultural understanding. At Nanomi (Netherlands), foreign employees are offered Dutch language lessons and cross-functional introductions to support successful integration into the local work environment. At Brazil, <u>Educamed</u> is a corporate education program that supports employees' continuous technical and behavioral development through funded English courses, undergraduate and postgraduate degrees, and role specific professional training. It currently benefits 105 employees, enhancing internal capabilities, talent retention, and long-term business growth.	Both
Transition program for retiring and terminated employees	Our retirement transition program is thoughtfully designed to support employees with personalized guidance, financial confidence, and emotional recognition. We begin with one-on-one support on	Both

	retirement payout options, helping employees navigate decisions with transparency and ease. Retirees continue to receive access to group health insurance benefits, including coverage for pre-existing conditions, ensuring continuity of care beyond active employment. Our HR Operations team and Business Partners are hands-on throughout the process, offering reassurance and resolving logistical queries. In the month before retirement, we organize engagement activities to celebrate the individual's legacy, culminating in the presentation of a commemorative silver plaque as a token of our gratitude — because long service deserves more than a farewell. It deserves a tribute. In instances of involuntary separation, we remain equally committed to compassion and fairness, offering severance in accordance with policy and local regulations.	
Digital transition program	The IT department conducts various training programs for employees and contract workers on cybersecurity, generative AI, and digital technologies to build digital fluency and support the effective adoption of new tools and processes. <u>Programs such as KAVACH, SHIELD, and EDGE</u> help employees leverage emerging technologies in their day-to-day work, driving productivity and digital readiness. During FY2025-26, employees completed over 1.5 million learning hours through digital, classroom, experiential, and on-the-job learning formats. Employee capability building is a key pillar of our Responsible AI Program. Through AI fluency and digital capability-building initiatives, employees are trained on Artificial Intelligence and Generative AI, including ethical AI use, transparency, cybersecurity, data privacy, risk awareness, compliance requirements, and responsible decision-making. Training also covers human review requirements, bias awareness, validation of AI outputs, and secure AI usage practices. These initiatives are reinforced by our ISO 27001:2022-aligned Information Security Management System, which requires regular security awareness training, skill development programs, and employee participation in safeguarding information assets. Together, these efforts strengthen digital capabilities and promote the secure and responsible use of digital technologies across the organization.	Both

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

More details on all the above programs can be found under “Learning & Development” in the Human Capital section of our Integrated Report FY2025-26- page no. 135-137.

	Program 1	Program 2
Name & Description of the program	RISE – Transition Point Leadership Program Lupin RISE is a flagship transition point leadership program designed to enable a seamless shift from middle to senior management. The program is conducted annually following the promotion cycle, ensuring timely capability-building at a critical career milestone. Delivered through a four-day immersive, in-person module at IIM Nagpur, followed by a 6-month Action Learning Project (ALP), RISE integrates leadership learning with real world problem-solving, enabling participants to build organization perspective, cross functional influence, and execution readiness.	ENHANCE – Flagship Leadership Development Program ENHANCE is our flagship leadership development program designed to build a strong pipeline of future-ready middle level leaders. Structured as a two-year immersive journey, the program targets high-potential talent and supports leadership readiness, succession planning, and internal mobility across functions and geographies. The program combines robust assessment centers, psychometric tools, and structured Individual Development Plans to bring clarity to career progression. Learning interventions are delivered through partnerships with premier institutions such as IIM Indore, along with executive coaches and global subject matter experts, thus strengthening strategic thinking, decision-making, and leadership effectiveness. Strong engagement from senior leadership ensures alignment with business priorities.
Business benefits of the program	RISE continues to strengthen the senior leadership pipeline while embedding a culture of operational discipline, collaboration, and continuous improvement. The program recorded a strong Net Promoter Score (NPS) of 85%, reflecting high participant engagement and perceived value.	Participants apply their learning through hands-on projects implemented directly on the shop floor, bridging the gap between theory and practice. Regular management reviews provide valuable feedback, mentorship from senior leadership, and opportunities for deep reflection on their leadership journey. This integrated approach ensures that the program delivers

		tangible business impact while cultivating a strong pipeline of future-ready manufacturing leaders. ENHANCE has significantly strengthened the internal leadership pipeline and talent retention.
Quantitative impact of business benefits	• 18 materials were identified for code harmonization across 135 excipient codes, enabling smarter inventory management • INR 5 million worth of inventory evaluated for reduction, embedding sustainable operational efficiencies • ~65% reduction in URS approval cycle time (from ~3 weeks to ~1 week), accelerating project execution and PO releases • Scalable URS frameworks supporting consistent equipment procurement across sites	• 82% internal fill rate for key roles, reducing dependency on external hiring • Near-zero attrition among program participants, reflecting strong engagement and commitment • Improved leadership readiness and capability to manage complex business challenges ENHANCE remains a cornerstone of our talent strategy, enabling sustainable leadership development and creating opportunities for growth across functions, businesses, and geographies.

	Program 3	Program 4
Name & Description of the program	COMPASS is our flagship coaching initiative, enabling leader led development and driving meaningful, high-quality people conversations. Structured as a one-year journey, the program focuses on embedding coaching as a core leadership capability to enhance performance, engagement, and collaboration across geographies and SBUs. At the core of the programs are Spot Coaching Conversations – real-time, focused interventions that equip leaders to respond to day-to-day challenges, offer timely guidance, and enhance team engagement. Supported by structured frameworks, guided practice, peer learning, and application in live scenarios, the program drives sustained behavioral change and builds a scalable coaching ecosystem within the organization.	Lupin EDGE – Learning Management System We are passionate about creating learning experiences that are engaging, relevant, and accessible for all employees. EDGE is a comprehensive digital learning platform to drive a culture of continuous, self-directed development. It provides employees with access to curated learning content from global sources, enabling capability building aligned to evolving business and industry needs.
Business Benefits and Impact	COMPASS has strengthened leadership effectiveness, engagement, and cross functional	E-learning continues to be a cornerstone of our strategy, delivered

	collaboration while embedding a coaching-led culture.	through a blend of external and in-house platforms.
Quantitative/Qualitative Impact	• Certified cohort of internal leader coaches, enabling scalable people development • Improved manager effectiveness through structured coaching interventions • Enhanced employee engagement and quality of manager employee conversations • Stronger cross-functional collaboration through shared problem solving. COMPASS reinforces a culture of continuous development by embedding coaching into the leadership DNA, enabling leaders to develop talent and drive performance at scale.	• Personalized, on-demand learning journeys • Curated content across functional and leadership capabilities • Enables anytime, anywhere access to learning • Strengthens a self-driven and continuous learning culture

The following tables (3.3.3, 3.3.4 and 3.3.5) highlight our Human Capital ROI, hiring patterns, and turnover trends over the past four years. Together, these indicators offer a meaningful view of how we're investing in our people, attracting talent, and sustaining a stable, engaged workforce.

Human Capital Return on Investment (3.3.3)

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total Revenue (INR) (a)	167150200000	201309900000	229037200000	283,824,800,000
Total Operating Expense (INR) (b)	148435400000	177087000000	174303000000	209,520,200,000
Total Employee-related expenses (salaries + benefits) (INR) ©	30871500000	34946000000	39642000000	45,745,300,000
Resulting HC ROI (a-(b-c))/c	1.60	1.69	2.38	2.62
Total Employees	20,933	22,645	26,210	28,137

Hiring (3.3.4)

We track and report key workforce metrics, including the total number of new employee hires and monitor internal talent mobility through the percentage of open positions filled by internal candidates. These metrics are used to assess talent acquisition effectiveness, succession planning, employee development, and retention strategies across the organization. We maintain and analyze these data across multiple employee categories, including Age Group, Gender, Management Level (junior, middle, and senior management) and other appropriate metrics. This segmented analysis enables

the Company to identify workforce trends, strengthen diversity and inclusion initiatives, support career progression opportunities, and make data-driven talent management decisions. We also maintain country/nationality wise new hire information, which is used for internal workforce analytics and talent strategy planning.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total number of new employee hires	4099	5192	3884	5705
Percentage of open positions filled by internal candidates (internal hires)	39%	55.79%	12.47%	44%
Average hiring cost/FTE (in INR)	56531	15970	204370	53360

The tables below present a breakdown of the reported KPIs by age group, gender and management level, providing greater transparency:

NEW EMPLOYEE HIRES DATA BREAKDOWN (MANAGEMENT, GENDER AND AGE-WISE)			
Category	Breakdown	Unit	Global FY 2025-26
Top management	Male	No.	1
	Female	No.	0
	<30	No.	0
	30-50	No.	0
	>50	No.	1
Senior management	Male	No.	41
	Female	No.	22
	<30	No.	0
	30-50	No.	22
	>50	No.	23
Middle management	Male	No.	549
	Female	No.	110
	<30	No.	108
	30-50	No.	514
	>50	No.	23
Junior management	Male	No.	4170
	Female	No.	553
	<30	No.	3801
	30-50	No.	797
	>50	No.	10
Other permanent employees	Male	No.	59
	Female	No.	70
	<30	No.	49
	30-50	No.	75

	>50	No.	5
Permanent workers	Male	No.	84
	Female	No.	46
	<30	No.	59
	30-50	No.	64
	>50	No.	7

Note: Age-wise hiring data is not reported for the USA due to local legal restrictions. As a result, gender-wise and age-wise hiring totals will not align.

All the above indicators are third party assured (DNV Business Assurance India Pvt Limited) and assurance statement is available on page no 214-219 of Integrated report FY 2025-26.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Employee Turnover Rate (3.3.5)

We track and publicly report our Total Employee Turnover Rate and Voluntary Employee Turnover Rate as part of our human capital disclosures. Turnover metrics with a detailed breakdown of employee turnover data across both total employee turnover and voluntary employee turnover are reported across including Age Group, Gender, Management Level (junior, middle, and senior management) and other appropriate metrics. These are monitored to assess workforce stability, employee retention, talent management effectiveness, and organizational health.

The Company maintains this disaggregated data to identify workforce trends, support targeted retention initiatives, strengthen diversity and inclusion efforts, and enhance talent management strategies. In addition, country/nationality wise turnover information is analyzed internally to better understand workforce demographics, attrition patterns, and succession planning requirements.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Total employee turnover rate (%)	24.6	18.4	17.19	16.8
Voluntary employee turnover rate (%)	24.6	17.8	17.19	16
Involuntary employee turnover rate (%)	0	0.6	0	0.8
Data coverage (as % of all FTEs globally)	100%	100%	100%	100%

The tables below present a breakdown of the reported KPIs by age group, gender and management level, providing greater transparency:

EMPLOYEE TURNOVER DATA BREAKDOWN (MANAGEMENT, GENDER AND AGE-WISE)			
Category	Breakdown	Unit	Global FY 2025-26
Top management	Male	No.	1
	Female	No.	0
	<30	No.	0
	30-50	No.	0
	>50	No.	1
Senior management	Male	No.	38
	Female	No.	3
	<30	No.	0
	30-50	No.	15
	>50	No.	26
Middle management	Male	No.	619
	Female	No.	75
	<30	No.	51
	30-50	No.	591
	>50	No.	52
Junior management	Male	No.	3011
	Female	No.	316
	<30	No.	2095
	30-50	No.	1174
	>50	No.	58
Other permanent employees	Male	No.	65
	Female	No.	59
	<30	No.	36
	30-50	No.	81
	>50	No.	7
Permanent workers	Male	No.	79
	Female	No.	3
	<30	No.	8
	30-50	No.	28
	>50	No.	26

Note: Age-wise turnover data is not reported for the USA due to local legal restrictions. As a result, gender-wise and age-wise turnover totals will not align.

All the above indicators are third party assured (DNV Business Assurance India Pvt Limited) and assurance statement is available on page no 214-219 of Integrated report FY 2025-26.

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Type of Performance Appraisal (3.3.6)

Performance management at Lupin is a structured, year-round process that helps employees set clear goals, track progress, build capabilities and align individual contributions with the Company's strategic priorities and values. The Company has further strengthened this approach through a Continuous Performance Management (CPM) framework supported by SuccessFactors and EmployeeKonnnect platforms, enabling ongoing feedback, development discussions and alignment with evolving business priorities.

	Remarks
Management by objectives	We follow a collaborative, transparent approach toward performance management. We involve employees in setting objectives (MBO) and development plans. Performance conversations track employee progress against key targets, allowing timely support. Employees are expected to take ownership of their goals and development journeys, while managers support them through regular check-ins and structured performance discussions. The Continuous Performance Management framework provides real-time visibility into goals, progress and development priorities, ensuring routine follow-up against predefined objectives and Key Result Areas (KRAs).
Multidimensional performance appraisal	Our performance conversations, facilitated by managers, encourage open dialogue as well as discussion around the eight Lupin leadership competencies. This ensures multi-dimensional feedback, reflecting the evolving needs of a modern workplace. In addition, Lupin's talent assessment framework incorporates multi-source assessment tools. Mid-level employees undergo DISC and 360-degree feedback assessments, while senior management participates in Hogan assessments, 360-degree feedback and Assessment Development Centres. These assessments complement discussions around leadership competencies and values, ensuring performance evaluation extends beyond manager-assigned targets and incorporates broader perspectives on leadership capability and effectiveness.
Team-based performance appraisal	For our employees, performance assessment also incorporates a shared accountability component, whereby employees are evaluated not only on individual objectives but also on contributions toward team and business outcomes. Teams are assigned shared goals and responsibilities across functions, reinforcing collaboration and collective ownership of results. As an example, ESG objectives and Key Performance Indicators (KPIs) are cascaded across business units and functions, and performance against relevant corporate sustainability goals forms part of team and employee evaluations. This team-based performance appraisal approach strengthens cross-functional accountability and alignment with Lupin's strategic and sustainability priorities.
Agile conversations	Continuous feedback is facilitated through our SuccessFactors platform, supplementing annual reviews and self-appraisals. This year, we have further digitized this process. Performance conversation documents that track progress in Key Result Areas enable us to identify development needs and provide timely support. For mid- to senior-level employees, development objectives are integrated into the performance management process, strengthening the link between performance assessment, learning and career development. The Company has transitioned to a Continuous Performance Management model, supported by Continuous Performance and Continuous Feedback

	modules that provide real-time visibility into goals, progress, feedback quality and capability development. AI-enabled tools further help identify capability gaps, recommend development actions and encourage timely manager-employee interactions, thereby fostering agile and development-focused performance conversations throughout the year.
Performance Appraisal Frequency	Performance evaluation at Lupin is an ongoing process, designed to provide regular touchpoints that support individual growth, align efforts with evolving goals, and ensure timely recognition and development throughout the year. The process includes continuous performance conversations, Mid-Year Reviews (MYR), regular manager check-ins and annual performance assessments. This ongoing approach supports continuous feedback, timely course correction and career development discussions throughout the year.

Long-Term Incentives for Employees (3.3.7)

Our long-term incentive programs are built to recognize sustained contributions and strengthen long-term ownership among employees.

a) The type of long-term incentive program b) The type of employees below the senior management level the program applies to	Company's long-term incentives for employees below the senior management level are on average paid out after	Percentage of company's workforce below senior management level (max. two levels from the CEO) that this program applies to	Do the long-term incentives include targets associated with sustainability performance?
Employees Stock Options Plans ("ESOPs")/ SESOP (Lupin Subsidiary Companies Employees Stock Option Plan): The grant date fair value of options granted to employees is recognized as an employee expense, with a corresponding increase in equity, over the period that the employees become unconditionally entitled to the options. The expense is recorded for each separately vesting portion of the award as if the award was, in substance, multiple awards. The increase in Other Equity recognized in connection with share-based payment transaction is presented as a separate component in equity under "Employee Stock Options"	Longer than 3 years	95%	Yes, long-term incentives incorporate sustainability-linked performance considerations as part of Lupin's broader performance and rewards framework. ESG objectives and KPIs are embedded into performance assessments for relevant employees and leaders, with outcomes influencing annual incentives, variable compensation and ESOP allocations. ESG goals are cascaded through business units and functions and include climate action, emissions reduction, renewable energy adoption, water stewardship, waste management, biodiversity, diversity, equity and inclusion (DEI), supplier ESG assessment,

Outstanding Reserve". The amount recognized as an expense is adjusted to reflect the actual number of stock options that vest. The ESOP framework serves as a long-term retention, engagement and ownership-building mechanism. In accordance with the Company's Nomination and Remuneration Policy, eligible employees below the senior management level of the Company and its subsidiary companies may participate in share-based benefit and employee stock option plans, with grants administered under the oversight of the Nomination and Remuneration Committee (NRC). The Company's remuneration philosophy includes a balance between fixed and incentive pay reflecting both short-term and long-term performance objectives and may include long-term incentives and share-based incentives for employees.			patient-centric innovation, and access and affordability of healthcare. Examples of long-term ESG targets include a 42% reduction in Scope 1 and Scope 2 emissions by 2030 (from FY23 baseline), a 61% reduction in Scope 3 emissions intensity by 2034 (from FY24 baseline), 35% renewable electricity by 2030, 50% water recycling in India operations by 2030, 15% women representation in the workforce in India operations by 2030 and supporting 300,000 patients through assistance programs by 2030.
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Employee Support Programs (3.3.8)

We take a holistic approach to employee well-being, recognizing that a healthy, engaged, and supported workforce is essential to delivering sustainable business performance and better patient outcomes. Our programs are designed to support employees across their physical, emotional, nutritional, financial, and family well-being needs.

Workplace stress management	Our WellBeing360 framework continued to strengthen employee well-being across 13 locations globally in FY 2025-26, delivering more than 210 wellness interventions covering physical, emotional, nutritional, and financial wellness. Initiatives included health check-ups, fitness sessions, emotional wellness support through the Employee Assistance Program (EAP), financial literacy sessions, and nutritional awareness campaigns. We also trained over 50 Certified Emotional Care Champions (ECCs), including HR representatives and Factory Medical Officers, to provide structured emotional support and promote psychological safety in the workplace. For employees globally, Lupin continued to organize mental health, lifestyle, and well-being programs. In the U.S. and Canada, along with mental health workshops, employees participated in lifestyle and financial wellness sessions, health fairs, and metabolic health programs to support their overall well-being. These initiatives are aimed at helping employees manage workplace and personal stress, build resilience, and access timely emotional and psychological support (overall mental well-being).
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Sports & health initiatives	As part of WellBeing360, Lupin promotes a culture of fitness and wellness through year-round sports and fitness programs. Employees participate in industry events such as Pharmathon and marathons, while inter-departmental cricket tournaments for men and women foster teamwork and inclusion. The Company also organizes activities such as International Yoga Day sessions, football, badminton, table tennis, and other sports programs to support physical fitness, employee engagement, and cross-functional collaboration. Regular preventive health initiatives, wellness awareness sessions, and employee health check-ups complement these activities, promoting overall employee well-being.
Work Conditions (Flexible working hours/Working-from-home arrangements/Part-time working options)	We offer flexible work arrangements, including flexible working hours, hybrid working, remote/work-from-home, and part-time working options, depending on job roles, business requirements, and local market practices. Flexible working hours allow employees to manage their work schedules while meeting business and team commitments. Hybrid and remote work arrangements provide employees with flexibility to work from home or other approved locations outside company facilities, while part-time work options are available in select roles and locations. These arrangements help employees balance professional and personal responsibilities while supporting productivity, engagement, and retention. Our updated flexible work model continues to support flexibility across our global operations.
Family Benefits & paternal Support/Childcare facilities (Childcare facilities, breast feeding and parental leave)	Childcare, Parenting and Lactation Support: Lupin is committed to fostering an inclusive, family-friendly, and supportive workplace that enables employees to balance their professional and personal responsibilities. In line with its people-centric culture, diversity, equity and inclusion commitments, and employee well-being programs, the Company provides a range of maternity, parental support, and workplace wellness provisions for employees across its operations. Childcare Facilities and Support: Lupin supports working parents through family-friendly workplace practices and employee well-being initiatives designed to facilitate the effective management of childcare responsibilities. Where required by applicable local regulations and site-specific requirements, childcare support mechanisms are implemented to assist employees in maintaining workforce participation during parenthood. The Company continuously evaluates opportunities to strengthen support for employees with caregiving responsibilities as part of its commitment to employee well-being, inclusion, and retention. Breastfeeding and Lactation Facilities: Lupin recognizes the importance of supporting new mothers during the transition back to work following maternity leave. Dedicated breastfeeding and lactation facilities are provided at applicable locations to ensure privacy, comfort, hygiene, and convenience for nursing mothers. These facilities enable employees to breastfeed or express and store breast milk in a safe and respectful environment while at work. We are committed to supporting employees throughout their caregiving journey. In India, primary caregivers are provided <u>26 weeks of fully paid parental leave</u>. As per Lupin's Maternity Leave Policy, all eligible female employees are entitled to <u>26 weeks of paid maternity leave</u>, twice during their tenure of service, with annual leave permitted to be clubbed with maternity leave. Additional support is available through paid leave in cases of miscarriage (42 days) and tubectomy operation (14 days), subject to policy requirements.

For employees becoming parents through alternative pathways, Lupin also provides 12 weeks of paid leave for adoption, surrogacy, and commissioning mothers, applicable where a child below three months of age is adopted or handed over by a surrogate mother. Annual leave may also be clubbed with this leave period.

Non-primary caregivers receive one (1) week of paid leave. In India, Lupin's Paternity Leave Policy provides eligible male employees with five working days of paid paternity leave following the birth or adoption of a child, irrespective of tenure, with the option to club annual leave with paternity leave.

Similar benefits are provided in line with local regulations across other geographies. For example, in Switzerland, eligible same-sex co-parents receive 10 days of paid leave following childbirth.

Recognizing that caregiving responsibilities may extend beyond the early parenting phase, Lupin also offers Sabbatical Leave to employees with a minimum of five years of service. Employees may avail a sabbatical break of up to one year for significant personal circumstances, including childbirth, caring for ailing parents, medical needs of self or family members, or other critical personal situations.

We also provide daycare facilities for employees' children supporting access to childcare during working hours.

In the U.S., dedicated Mothers' Rooms are available to provide private and comfortable spaces for nursing mothers for breastfeeding/lactation facilities. Additionally, the Returnity Program supports employees returning from maternity leave through a structured three-month mentoring program that includes mentor and peer support to facilitate a successful transition back to work.

Golden Protégé Education Scholarship Program: At Lupin we support employees' children annually in their educational journey by recognising academic excellence through merit certificates, financial awards and tuition-fee support for shortlisted students. The program extends across school, graduation and postgraduate education, with scholarships based on defined academic achievement criteria.

Trend of Employee Wellbeing (3.3.9)

Once every year, Lupin conducts a global employee engagement survey in partnership with Great Place To Work® (GPTW), covering employees across all subsidiaries and 13 geographies. The survey assesses key dimensions of employee experience, including job satisfaction, sense of purpose, overall well-being and happiness at work, and stress levels, along with engagement, trust in leadership, inclusiveness, collaboration, and workplace culture. In FY 2025-26, the survey achieved an 85% participation rate and 85% positive responses across engagement and workplace culture parameters, resulting in Lupin being certified as a Great Place To Work® globally. Survey outcomes are reviewed by management and translated into targeted action plans to strengthen employee experience, well-being, engagement, inclusion, and organizational culture.

The survey serves as a key listening mechanism that helps the organization understand employee perceptions and workplace experiences across different functions and levels. Insights generated through the survey are reviewed to identify strengths, emerging priorities, and opportunities for improvement, informing initiatives related to leadership effectiveness, collaboration, communication, employee development, recognition, and inclusion. Lupin tracks employee engagement as a key human capital indicator and has consistently achieved strong results, with engagement and satisfaction scores improving from 80% in FY2023-24 and FY2024-25 to 85% in FY2025-26.

Regular assessment and follow-up actions enable the organization to continuously strengthen its people practices, foster a culture of trust and belonging, and support the development of a high-performing and future-ready workforce.

Core focus	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Target for FY2025-26
Employee engagement (% of employees with top level of engagement, satisfaction)	NA	80	80	85	85
Data coverage (% of FTEs)	NA	85	85	85	

Aspects addressed in the company's employee surveys	Remarks
Job satisfaction	We examined key dimensions of the employee experience, including job satisfaction, sense of purpose, overall well-being, happiness, and stress levels, through our global employee engagement initiatives and the Great Place To Work® (GPTW) survey. The insights gathered helped us better understand workforce engagement and resilience, enabling targeted actions to strengthen employee well-being, foster a supportive and inclusive workplace, and ensure our people continue to thrive with purpose, pride, and a positive work experience.
Purpose	
Happiness	
Stress	

Occupational Health and Safety

OHS Policy (3.4.1)

We have a publicly available Environment, Health, Safety and Sustainability (EHS&S) Policy that applies across our operations and covers employees, workers, contractors, and other individuals working under our supervision. Through this policy, we commit to complying with applicable occupational health and safety laws, regulations, and internationally recognized standards, including ISO 45001. The policy emphasizes worker consultation and participation, proactive hazard identification and risk assessment, prevention of workplace injuries and illnesses, and continual improvement of our Occupational Health and Safety (OHS) management system. It also includes commitments to establish OHS objectives, prioritize action plans, monitor performance, and regularly review progress against defined targets.

The policy establishes a consistent approach to identifying, assessing, and managing occupational health and safety risks across manufacturing, R&D, warehousing, and corporate locations.

Applicability across operations, employees and contractors:

Lupin's OHS commitments apply to all employees, contract workforce, business operations, and relevant service providers operating within Company premises or under Company supervision, ensuring a common standard of workplace safety across the value chain.

Compliance with international standards and regulations:

The Company is committed to complying with applicable occupational health and safety laws, regulations, and industry requirements across the jurisdictions in which it operates. Lupin aligns its OHS management systems with internationally recognized standards and adopts best practices to strengthen workplace health and safety performance.

Worker consultation and participation:

Lupin promotes active consultation and participation of employees and contract workers in health and safety management through safety committees, employee engagement initiatives, safety observations, incident reporting mechanisms, risk assessments, training programs, and awareness activities. Worker feedback is incorporated into safety planning and continuous improvement efforts.

Commitment to continual improvement:

The Company is committed to continually enhancing the effectiveness of its Occupational Health and Safety Management System through regular reviews, audits, performance monitoring, incident investigations, management oversight, and implementation of corrective and preventive actions.

Action plans and prioritization of OHS risks:

Lupin adopts a risk-based approach to occupational health and safety by identifying material workplace hazards, evaluating associated risks, and implementing action plans to eliminate or mitigate risks. Safety improvement initiatives are prioritized based on risk severity, potential impact, and regulatory requirements.

OHS performance targets and metrics:

The Company establishes measurable health and safety objectives and monitors key performance indicators such as injury rates, lost-time injury frequency rate (LTIFR), training coverage, safety observations, audit findings, and corrective action closure. These targets support continuous improvement in workplace safety performance and reinforce a culture of prevention and accountability.

To support implementation of the policy, we maintain ISO 45001-certified occupational health and safety management systems across our manufacturing facilities, conduct regular internal and external audits, undertake structured risk assessments, and provide ongoing health and safety training. We actively encourage employees and workers to participate in safety programs, report hazards and near misses, and contribute to workplace safety improvements through established engagement and reporting mechanisms. We also set measurable OHS targets, including zero fatalities, reduction in accident and incident frequency rates, improvement in near-miss reporting, and enhancement of safety training effectiveness, and we review performance regularly to drive continuous improvement.

OHS Programs (3.4.2)

Well-Defined OHS Management

We have implemented a holistic OHS management system that clearly defines the roles and responsibilities of each employee, ensuring successful integration of safety practices and active worker involvement in preventive measures.

We ensure compliance with all laws and regulations, adopting high safety standards across all our operations and value chain.

OHS Risk & Hazard Assessments

We conduct comprehensive risk and hazard assessments to proactively identify potential sources of harm in the workplace.

We employ comprehensive hazard identification and risk assessment practices to implement effective control measures. This includes HAZOP assessments, risk evaluations for formulation units, and job safety analyses.

During FY 2025-26, a comprehensive third-party risk assessment study was completed across all global manufacturing sites, covering production processes, material handling, utilities, maintenance activities, storage facilities, and emergency response systems. The assessment identified high-risk activities and resulted in engineering controls, equipment upgrades, strengthened permit-to-work systems, enhanced preventive maintenance, and targeted competency-building programs for employees and contractors.

Action Plans & Quantified Targets

Based on these assessments, we prioritize and implement targeted action plans with clearly quantified objectives to mitigate identified risks.

FY 2025-26 OHS Year on Year target included:

- Zero fatalities
- 5% reduction in accident frequency rate
- 5% reduction in incidents frequency rate, including fires and spills
- 5% increase in Near Miss Ratio (NMR)
- 5% increase in training index
- 5% reduction in LTIFR

Performance against these metrics is reviewed monthly, and corrective actions are implemented where required.

Emergency Preparedness & Response

Our emergency preparedness framework is robust, integrating specific actions to ensure swift and effective responses to unforeseen situations.

Regular mock drills are conducted to ensure our response effectiveness, prioritizing rapid access to medical services and antidotes. Emergency preparedness measures include emergency response planning across manufacturing operations, material handling, utilities, maintenance activities and storage facilities. During FY 2025- 26, a comprehensive third-party risk assessment study covering all global manufacturing sites evaluated emergency response systems and preparedness arrangements, resulting in strengthened permit-to-work systems, enhanced preventive maintenance programs, equipment upgrades and targeted competency-building initiatives for employees and contractors.

We maintain structured emergency response procedures and periodically evaluate preparedness and response effectiveness through drills and reviews to support continual improvement in emergency management.

Evaluation Against Targets

We continuously evaluate our progress in reducing and preventing health-related issues by benchmarking outcomes against predefined targets.

Monthly reviews of Environmental, Health, and Safety (EHS) performance are conducted at both site and corporate levels to identify challenges and implement improvements. Our dedicated EHS units help integrate safety management with performance appraisals, setting clear safety targets.

Lupin evaluates the effectiveness of its Occupational Health and Safety (OHS) programs through a structured management system that includes the establishment of measurable safety objectives, health and safety performance indicators, regular monitoring, internal audits, leadership reviews, and corrective action tracking. Health and safety performance is reviewed monthly at site and corporate levels to assess progress against established targets and identify opportunities for continuous improvement.

The Company tracks key occupational health and safety metrics such as:

- Total Recordable Injury Rate (TRIR)
- Lost Time Injury Frequency Rate (LTIFR)
- Near-miss reporting and closure
- Safety observations and behavioral safety interventions
- Occupational health surveillance completion rates
- Safety training coverage and competency development
- Corrective and preventive action closure rates
- Emergency preparedness and response performance

To prevent workplace injuries and occupational illnesses, Lupin implements risk assessments, hazard identification programs, industrial hygiene monitoring, ergonomic assessments, process

safety reviews, and employee health surveillance programs across manufacturing, R&D, warehouse, and office locations. Progress against OHS objectives is regularly evaluated through management reviews, EHS audits, and performance dashboards, with findings used to strengthen controls and prioritize future safety initiatives.

Example: If trends indicate an increase in ergonomic incidents or near-miss events within a facility, targeted interventions such as workstation redesign, specialized training, engineering controls, or enhanced monitoring may be implemented and tracked against defined reduction targets to evaluate effectiveness.

Progress against major KPI's in last four years:

Safety Incident/Number	Category	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of work-related fatalities	Employees	0	0	0	0
	Workers / Contractors	0	0	1	0
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.05	0	0	0
	Workers / Contractors	0.09	0.12	0.085	0.061

Incident Investigation Procedures:

Regular internal inspections and structured procedures for investigating work-related injuries, illnesses, and incidents further reinforce our commitment to a safe work environment.

Procedures to Investigate Work-Related Injuries, Ill Health, Diseases and Incidents

Lupin follows a systematic incident management and investigation process for all work-related injuries, occupational illnesses, near misses, environmental incidents, and safety events. The objective is to determine root causes, implement corrective and preventive actions, and prevent recurrence.

The Company's incident investigation process typically includes:

1. Immediate Reporting and Response

- Prompt notification and reporting of incidents through established EHS reporting channels.
- Medical treatment and support for affected individuals.
- Securing the incident location where necessary.

2. Incident Classification and Investigation

- Categorization of incidents based on severity and potential risk.

- Formation of a cross-functional investigation team, including EHS, operations, engineering, and site management representatives.

3. Root Cause Analysis

- Detailed assessment of underlying causes using recognized investigation methodologies.
- Evaluation of human factors, equipment failures, process gaps, environmental conditions, management systems, and training effectiveness.

4. Corrective and Preventive Actions

- Development of time-bound action plans to eliminate hazards and address root causes.
- Implementation of engineering, administrative, procedural, or behavioral controls.
- Assignment of accountability and monitoring of closure status.

5. Learning and Continuous Improvement

- Sharing of incident learnings across locations to prevent recurrence.
- Integration of findings into risk assessments, training programs, standard operating procedures, and management reviews.
- Periodic verification of action effectiveness through audits and inspections.

Example: In the event of a workplace injury or near-miss involving chemical handling, Lupin would conduct a detailed investigation to identify contributing factors such as procedural deviations, equipment issues, PPE compliance, training gaps, or workplace conditions. Corrective actions may include process modifications, additional safeguards, refresher training, enhanced supervision, or engineering improvements. The effectiveness of these actions would be monitored through follow-up audits and performance reviews.

Reporting and Incident Response

We encourage employees and contractors to report unsafe conditions, near misses, hazards and incidents through our well-established Incident Management System.

Our well-qualified and specialized safety team performs root-cause analyses and implements preventive actions to prevent recurrences.

We also recognize exemplary safety performance through the EHSAAS (Environment, Health and Safety Awards and Accolade System), which helps reinforce a proactive safety culture.

Occupational Health and Safety Trainings

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

Classroom Training: Interactive sessions delivered by subject matter experts.

On the Job Training: Hands-on, practical training sessions conducted at the workplace, ensuring direct application of safety procedures.

Toolbox Talks: Brief, focused discussions on specific safety topics, refreshing best practices and raising awareness.

Digital Learning: Leverage the L2LMS/SABA training platform to provide accessible and engaging online safety training modules.

Some examples of safety training programs are:

- Material safety data sheet
- Laboratory safety
- Chemical safety
- Near-miss reporting
- Process safety
- Basic firefighting

A few examples of health training topics are:

- First-aid training
- Health and hygiene
- Prevention of eye injury
- Awareness on hypertension and diabetes

During FY 2025-26, approximately 1,054,660 hours of EHS training were completed across locations and 20 safety campaigns and 12 health campaigns were conducted across facilities to strengthen awareness and reinforce safe workplace behaviors.

OHS Criteria in Procurement & Contracts:

Additionally, we have embedded the OHS criteria into our procurement and contractual processes, ensuring that our safety standards and EHS Policy commitments are upheld across our value chain.

Occupational Health & Safety (OHS) criteria are integrated into Lupin's procurement and contractual requirements; they are included as part of work order and purchase order clauses.

Suppliers and contractors are required to comply with applicable health and safety regulations, Lupin's EHS standards, and site-specific safety requirements as part of the vendor onboarding and qualification process.

OHS performance is considered during supplier evaluations, and contractual agreements include provisions related to worker safety, legal compliance, training, incident reporting, and adherence to safe work practices.

Contractors working at Lupin facilities are subject to safety inductions, risk assessments, and ongoing monitoring to ensure compliance with established OHS requirements.

We also assess our suppliers on OHS as a part of our Supplier ESG Assessment project.

Internal Inspections:

Regular internal inspections and structured procedures for investigating work-related injuries, illnesses, and incidents further reinforce our commitment to a safe work environment.

Internal Health & Safety Audits:

- Internal Health & Safety Audits: 12 Audits

Independent External Verification (ISO 45001):

- All manufacturing units are ISO 45001:2018 certified, providing independent external verification of occupational health, safety and well-being.
- Independent external audits and surveillance assessments are conducted regularly to verify compliance and OHS management system effectiveness.

External / Third-Party Health & Safety Audits:

- External/Third Party Health & Safety Audits (ISO 45001): 17 Audits

Safety Performance (3.4.3, 3.4.4, 3.4.5)

Coverage (as a percentage of employees/workers/contractors): 100% for all the indicators below in the table.

Safety Incident/Number	Category	FY 2022-23	FY 2023- 24	FY 2024- 25	FY 2025- 26
Number of work-related fatalities	Employees	0	0	0	0
	Workers / Contractors	0	0	1	0
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.05	0	0	0
	Workers / Contractors	0.09	0.12	0.085	0.124
coverage (as % of employees/contractors/workers)	Employees/contractors/workers	100%	100%	100%	100%

All the above indicators are third party assured/verified (DNV Business Assurance India Pvt Limited) and details are available on page no 214-219 of our Integrated report FY 2025-26.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Contribution to Societal Healthcare

Access to Healthcare Programs- Products and Drugs (3.5.1)

Access to healthcare is a core focus of our responsibility as a global healthcare leader. With our reach across diverse geographies, we are uniquely positioned to make a meaningful difference in people's lives by enabling access to quality and affordable care. Our programs reflect this purpose through patient support, disease awareness, diagnosis, rehabilitation, digital health, product innovation, affordability initiatives, and global health partnerships. In FY 2025-26, our access-to-healthcare programs spanned the continuum of care, from awareness, screening, diagnosis, treatment, rehabilitation, and patient support to healthcare professional education, reaching approximately 2.6 million people and engaging 73,500 healthcare professionals.

Lupin's Sustainability and Corporate Social Responsibility (CSR) Committee of the Board provides oversight of the Company's access-to-healthcare initiatives, ensuring alignment with Lupin's purpose of improving patient access to quality and affordable medicines. The Committee regularly reviews progress on access-to-healthcare programs, product reach, affordability initiatives, patient support programs, and strategic partnerships. Through this governance structure, the Board oversees the Company's efforts to expand access to healthcare across diverse communities and geographies.

(1) Reporting on targets associated with access to healthcare products and drugs

Our Access to Health Care Products and Drugs target:

- Patient Assistance Programs: Benefitting 3,00,000 patients by 2030
- Education & Awareness Programs: Target to reach 3 million patients and 50,000 Health Care Professionals (HCP)/Doctors by 2030
- Diagnosis: By 2030, assist in diagnosis of lung disease of greater than 2 million patients and target the diagnosis of breast cancer in 5000 women
- Rehabilitation: Neuro Rehabilitation Centre targeting an outreach to 1,00,000 sessions by 2030
- Full Care: Lyfe provides post-acute coronary syndrome (ACS) & Heart failure patient care, aiming to reach 1,00,000 patients by 2030
- Local Manufacturing Partnership: Develop a partnership with an African company to improve accessibility by 2027

Product Launches Goal:

- Complex Inhalation Products- 10 launches by 2028
- Complex Injectables: 5 launches by 2028
- Ophthalmology, Dermatology, and Women's Health: 5 launches by 2028
- Biosimilars: 3 filings in regulated markets by 2028.

(2) Reporting on progress of targets associated with access to healthcare products and drugs

Our progress in the reporting year of FY 2025-26

a) Patient Assistance Programs:

FY2025-26 progress: 401,764 patients reached through patient assistance and disease awareness programs, already exceeding the 2030 target of 300,000 patients.

Major programs include:

- HuMrahi: 267,000 patients and over 60,000 healthcare professionals engaged
- Joint Airways Initiative (JAI): 118,000 enrolled patients and 2,800 healthcare professionals engaged

b) Education & Awareness Programs as on FY 2025-26

- Patients reached: 980,000
- Healthcare Professionals/Doctors reached: 73,500

c) Diagnosis

- Lung disease diagnostics supported: 1,243,005 patients

- Breast cancer diagnosis support: 2,064 women

Additional initiatives:

- 75,000 individuals screened under the LivAlert liver health initiative

d) Rehabilitation

- Total sessions: 52,000

e) Full Care

- 15,000 patients supported through LYFE®, our digital therapeutics platform for cardiac rehabilitation and heart-failure care.

Local Manufacturing Partnership Status: In-principle agreement signed with a South African company for local manufacturing.

Progress against Product Launches Goals:

Theme	Goal Description	Target Year	FY 2025-26 Status
Complex Inhalation Products	10 Launches	2028	3
Complex Injectables	5 launches	2028	6
Ophthalmology, Dermatology, and Women's Health	5 launches	2028	3
Biosimilars	3 filings in regulated markets	2028	2 filings completed. a) Ranibizumab in U.S., Canada, and Australia b) Denosumab in Japan

(3) Initiatives on improving access to medicine for vulnerable populations or underserved communities

We are committed to improving access to essential medicines for underserved and vulnerable populations, particularly children with tuberculosis, patients suffering from drug-resistant tuberculosis, HIV/AIDS patients in low- and middle-income countries, women requiring breast cancer screening, underinsured patients requiring affordability support, patients with rare diseases, and underserved communities with limited access to healthcare services.

(3.1) Access-Centric Models for High-Burden Diseases

We have pioneered access-oriented models across both regulated and non-regulated markets. We continue to focus on tuberculosis, HIV/AIDS, cardiovascular disease, diabetes, respiratory conditions, and mental health through medicines, diagnostics, rehabilitation, digital health, and disease-management solutions.

Through patient assistance programs, diagnostics, digital therapeutics, and rehabilitation initiatives, we support access across the continuum of care from prevention and diagnosis to treatment and long-term disease management.

(3.2) Ensuring Affordability Through IP and Pricing Commitments

We remain committed to refraining from patenting or enforcing intellectual property rights on diseases covered by ATMI-2021 in Least Developed Countries (LDC), Low Income Countries (LIC), and Lower-Middle-Income Countries (LMIC). This policy ensures that medications remain affordable and accessible for those who need them.

In FY 2025-26, we further reduced the global price of Bedaquiline by 30%, expanding treatment access for patients suffering from drug-resistant tuberculosis in resource-constrained settings.

Our commitment to global health is further underscored by the inclusion of our anti-tuberculosis (TB), antiretroviral (ARV), and women's health therapies on the WHO List of Prequalified Medicinal Products.

(3.3) Supplying Essential Medicines Through Global Health Partnerships

We are among the leading suppliers of anti-TB medicines to international procurement agencies and global health organizations, supporting access to treatment in low- and middle-income countries and high-burden disease regions. Through Lupin Access Business, we secured approximately 75 registrations across low- and middle-income countries in Africa and Asia, including more than 25 high-burden countries, helping expand access to essential medicines in underserved markets. These registrations strengthen the availability of quality-assured medicines in underserved markets and support public health programs serving populations with limited access to healthcare.

Our portfolio includes WHO-prequalified tuberculosis medicines, drug-resistant TB therapies, antiretroviral medicines, and pediatric TB formulations that support national disease control programs and global procurement mechanisms. In FY 2025-26, we continued to expand access to child-friendly tuberculosis treatments and became the first generic company globally to develop pediatric Bedaquiline 20 mg dispersible tablets, a WHO-recommended treatment for multidrug-resistant tuberculosis in children. We also continue to support access to pediatric TB prevention and treatment through WHO-prequalified formulations, helping address critical treatment gaps for children living in high TB-burden countries and other resource-constrained settings.

Our efforts to expand access to drug-resistant tuberculosis treatments were further strengthened through the WHO prequalification of our Pretomanid tablets. This enables procurement through global health mechanisms such as the Global Fund and the Stop TB Partnership's Global Drug Facility, expanding access to quality-assured treatment for patients in low- and middle-income countries.

Link: <https://www.tballiance.org/tb-alliance-welcomes-who-prequalification-of-lupins-pretomanid-product/>

(3.4) Improving Access Through Medical Capacity Building

Healthcare professional education remains a key enabler of improved patient outcomes and access to quality healthcare. 73,500 healthcare professionals participated in our scientific education and capacity-building initiatives across disease areas such as cardiovascular health, diabetes, respiratory care, gastroenterology, pediatrics, and women's health in FY 2025-26.

Through HuMrahi, our asthma management programs, we engaged more than 60,000 healthcare professionals to strengthen capabilities in respiratory disease diagnosis, treatment adherence, and

patient management. Under the Joint Airways Initiative (JAI), we collaborated with approximately 2,800 healthcare professionals to improve the diagnosis and management of asthma and COPD through screening and awareness interventions.

We also continued collaborations with globally recognized institutions such as the European Society of Cardiology and Joslin Diabetes Center, through which more than 4,000 healthcare professionals received training and certification focused on advancing expertise in heart failure management, cardiovascular care, and diabetes treatment. In addition, we conducted multiple scientific forums, continuing medical education programmes, symposia, and awareness campaigns to support evidence-based clinical practice and facilitate better patient access to quality care.

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

Target FY30: Screen 500,000 individuals in 3,000 villages through the Lives Program

Status as of FY2025-26: 243,850 individuals screened across 1,148 villages

(4) Medical products or drug donations based on WHO Guidelines for drug donations

We undertake medical product donations in accordance with our Donation Policy, which aligns with the WHO Guidelines for Drug Donations. During FY 2025-26, we donated more than 1,900 units of medicines in Brazil for vulnerable and underserved populations, 31,500 boxes of Nefopam Medisol injectable products in France through an ANSM-authorized humanitarian distributor, and approximately 52,000 units of Efferflu-C Immune Booster products in South Africa. Through our Brazilian subsidiary, Medquímica, we also continue to support patients with Wilson's Disease through donations of Cuprimine, a critical therapy for this rare condition.

All donations we make fully comply with our Company Donation Policy, which adheres to the principles and practices of the WHO Guidelines for drug donations. Key principles we follow are:

- **Benefit to the recipient**
We donate medicines based on need, working closely with organizations to understand exactly what they require and ensure medicines reach the right people.
- **Respect for local policies and regulations**
We only donate to legitimate organizations that meet all legal and health standards. Through a thorough due diligence process, we check their credentials to ensure responsible distribution.
- **Quality assurance**
We donate our own high-quality, safe-to-use medicines with adequate shelf life, in accordance with WHO guidelines. For medicines with a shorter shelf life (under 12 months), we clearly inform the recipient's technical expert, who confirms acceptance and ensures timely use.

- **Communication between donor and recipient and respect for their needs or demands.**

We use a clear, step-by-step process for donations, from the initial request to final delivery. This ensures everything is transparent and traceable, and that the recipient's needs are always respected.

(5) Product innovation to facilitate access

Innovation remains central to our access strategy and focuses on addressing unmet medical needs in vulnerable and underserved patient populations. Our research and development efforts seek to improve treatment accessibility, affordability, and ease of administration while supporting national and global disease control efforts. Key FY 2025-26 achievements include:

- First generic company globally to develop pediatric Bedaquiline 20 mg dispersible tablets, addressing a critical unmet need in child-friendly tuberculosis treatment
- Continued development and supply of WHO-prequalified pediatric TB formulations
- We also entered into a strategic collaboration with the TB Alliance for the development and commercialization of Telacebec (Q203), an investigational therapy for tuberculosis, leprosy, and Buruli ulcer.
- Development of HIV therapies including pediatric ALD formulations and Darunavir/Ritonavir tablets
- Continued development of affordable biosimilars and complex generics that expand patient access globally

This innovation addresses a critical treatment access gap for children with multidrug-resistant tuberculosis, particularly in low- and middle-income countries, by providing an age-appropriate, child-friendly formulation that supports wider adoption within national TB control programs.

(6) Providing patient assistance to access and reimbursement support

We provide patient assistance, co-pay support, and affordability programs to help reduce financial barriers to treatment and improve access to essential medicines. In the United States, eligible commercially insured patients can access financial assistance through co-pay card programs that help reduce out-of-pocket costs for therapies including Doxycycline, Glycerol Phenylbutyrate Oral Liquid, Lapatinib, Risperidone Injection Suspension, Tiotropium Bromide, and Tolvaptan.

In FY 2025-26, these affordability and reimbursement support initiatives provided approximately USD 8.3 million in patient assistance. Additionally, our partnership with GoodRx for Tiotropium Bromide generated patient savings of approximately USD 534,550, further improving affordability and access to treatment.

Beyond medicine affordability, we continue to strengthen access to healthcare services through partnerships that improve patient outreach and care delivery. In the Philippines, we partnered with Mercury Drug Corporation, the country's largest pharmacy chain, to provide free medical consultations through more than 200 pharmacy locations. Supported by nearly 170 physicians, the initiative served approximately 18,000 patients during FY 2025-26, helping improve access to primary healthcare and affordable medicines in underserved communities.

Our patient support initiatives complement broader disease management programs such as HuMrahi, Joint Airways Initiative (JAI), LYFE®, and other patient-centric interventions that promote awareness, diagnosis, treatment adherence, and long-term disease management. Through these efforts, we aim to make healthcare more accessible, affordable, and patient-centric, particularly for individuals facing financial, geographic, or healthcare access challenges.

(7) Conducting research to develop new medicines for neglected diseases

We are committed to advancing research and innovation for diseases that disproportionately affect underserved populations in low- and middle-income countries. Our efforts focus on addressing significant unmet medical needs in areas such as tuberculosis (TB), drug-resistant TB, HIV/AIDS, leprosy, Buruli ulcer, and pediatric TB, where access to effective and affordable treatment options remains limited.

Tuberculosis remains a strategic focus area for us, given its disproportionate impact on vulnerable populations and the continued global burden of the disease. We continue to invest in the development, manufacture, and supply of high-quality, affordable TB medicines, while working closely with global health partners to improve treatment outcomes and expand access to care.

In FY 2025-26, we entered into a strategic collaboration with the TB Alliance to support the development and commercialization of Telacebec (Q203), an investigational therapy for tuberculosis, leprosy, and Buruli ulcer, helping advance treatment options for diseases that have historically received limited research attention.

Link: <https://www.lupin.com/smedia/press-releases/lupin-and-tb-alliance-join-forces-to-advance-telacebec-for-the-treatment-of-tuberculosis-and-other-mycobacterial-diseases>

We also became the first generic company globally to develop pediatric Bedaquiline 20 mg dispersible tablets, a child-friendly formulation designed to improve access to multidrug-resistant tuberculosis treatment for children. This innovation addresses a critical treatment gap for one of the most vulnerable and underserved patient populations, particularly in high TB-burden countries.

In addition, we continue to support global access initiatives through the supply of Pretomanid under a non-exclusive license across more than 140 countries and territories and through our portfolio of WHO-prequalified TB medicines. By combining research, innovation, strategic partnerships, and access-focused commercialization, we seek to improve health outcomes for populations affected by neglected and underserved diseases worldwide.

Source:

1. <https://www.who.int/news/item/21-03-2012-childhood-tuberculosis-neglected-despite-available-remedies>
2. <https://msfaccess.org/diagnosing-paediatric-tb-challenges-and-needs>
3. <https://www.kncvtbplus.com/articles/news/new-child-friendly-formulation-rifapentine-short-course-tuberculosis-prevention>

8. No patent or patent enforcement on all intellectual property related to all products for diseases in scope of the Access to Medicine Index

We are committed to refraining from filing or enforcing patents on products addressing diseases covered under the Access to Medicine Index in Least Developed Countries (LDCs), Low-Income Countries (LICs), and Lower-Middle-Income Countries (LMICs). This approach supports affordable access to essential medicines in countries with the greatest unmet healthcare needs.

The commitment applies to intellectual property related to products addressing diseases within the scope of the ATMI and is integrated into Lupin's broader access-to-medicines strategy. Through this policy, Lupin seeks to ensure that intellectual property rights do not impede access to life-saving treatments in resource-constrained settings. The Company continuously evaluates its portfolio and access strategies to align innovation with public health priorities while supporting sustainable healthcare outcomes.

(9) Research and development on rare diseases/orphan indications

We continue to advance therapies for rare diseases and orphan indications to address unmet patient needs.

Lupin is committed to advancing scientific innovation in areas of high unmet medical need, including rare diseases and orphan indications where treatment options remain limited. Our research and development strategy focuses on identifying and developing differentiated therapies, specialty products, complex generics, biologics, and novel drug delivery systems that address serious and underserved medical conditions. Through targeted investments in R&D, strategic partnerships, and clinical development programs, we aim to improve treatment outcomes and expand access to therapies for patients living with rare and difficult-to-treat diseases.

Our R&D ecosystem, comprising specialized research centers and multidisciplinary scientific teams, enables the development of innovative therapies across multiple therapeutic areas, including products designed to address unmet needs in patient populations with limited therapeutic alternatives. By leveraging advanced scientific capabilities, global collaborations, and patient-centric innovation, Lupin seeks to contribute to improved healthcare outcomes for rare disease communities while maintaining high standards of quality, safety, and regulatory compliance.

Our portfolio includes NaMuscla® for the treatment of non-dystrophic myotonic disorders is a rare neuromuscular disease. We continue to expand our specialty portfolio in neuro-rare diseases and other orphan indications, improving treatment availability for patients with limited therapeutic options. NaMuscla® generated FY 2025-26 revenue of INR 1,589 million and continues to be supported through reimbursement approvals and market access initiatives across multiple European countries.

In addition, Lupin evaluates opportunities to support access to treatments for underserved patient populations through partnerships with non-profit organizations, research institutions, healthcare providers, and public health stakeholders. This approach helps accelerate innovation and improve the availability of critical therapies in markets where unmet medical needs remain significant.

(10) Ensuring diversity in clinical trial participation

We are committed to conducting inclusive and representative clinical research. Our clinical development programs are structured to enable participation across diverse genders, age groups, and geographies, helping ensure that clinical research reflects the populations that may ultimately benefit from our therapies.

Under our Clinical Trial Commitment, all clinical studies are conducted in accordance with internationally recognized standards, including ICH E6 Good Clinical Practice (GCP) Guidelines and the Declaration of Helsinki. Prior to trial initiation, comprehensive risk and impact assessments are conducted, and all participants provide free, prior, and informed consent through a transparent process designed to protect participant rights, safety, and well-being

We conduct clinical trials only in regions where the investigational product is intended for future marketing, helping align research with local healthcare needs and supporting future patient access. Independent Ethics Committees oversee trial conduct, while continuous monitoring, training, grievance redressal mechanisms, and post-trial access provisions reinforce our commitment to ethical, patient-centric, and accessible clinical research.

We also have our commitment to Clinical Trial on our website-

https://www.lupin.com/uploads/Lupin_s_clinical_trial_commitment_b9fbbe0245.pdf

Local Capacity Building (3.5.2)

Lupin is committed to improving access to high-quality, affordable healthcare by leveraging its global manufacturing, research, and distribution capabilities to address unmet patient needs, particularly in low- and middle-income countries. Through a combination of affordable product offerings, healthcare partnerships, capacity-building initiatives, patient awareness programs, and investments in local healthcare ecosystems, Lupin contributes to strengthening health systems and expanding access to essential medicines.

The table below showcases select initiatives. These programs reflect our ongoing efforts to build local healthcare capacity and improve access where it is most needed.

Type of Activity	Description of Local Capacity Improvement Initiatives
Manufacturing	Lupin undertakes long-term initiatives to strengthen manufacturing capabilities across its value chain through Contract Development and Manufacturing Organization (CDMO) partner capability development, quality management system enhancement, and continuous improvement programs. The Company operates a structured quality assurance framework under which local manufacturing partners are evaluated through risk-based quality audits, assessments, and periodic reviews. Suppliers of materials critical to product performance, patient safety, and regulatory compliance are subject to focused audits and structured assessments to identify improvement opportunities, strengthen quality systems, and enable enhance local manufacturing practices. In FY 2025-26, Lupin conducted 316 supplier quality audits on local manufacturing, 71 audits of third-party finished product sites for the India market, and 10 audits of third-party finished product sites supporting U.S.

	markets. As part of its Quality Management Maturity (QMM) journey, the Company continues to advance quality excellence through cGMP-based systems, technical capability enhancement, and business continuity practices for local manufacturing. Our engagement with local manufacturing staffs and resources in terms of knowledge sharing and best practices enables them to ensure compliant production meeting global standards. Further, Lupin is advancing its local manufacturing strategy in Africa and, in FY 2025-26, entered into an in-principle agreement with a South African company for local manufacturing to improve access and strengthen regional pharmaceutical manufacturing capabilities. Through ongoing engagement, oversight, corrective and preventive action programs, and continuous improvement initiatives with suppliers and local manufacturing partners, Lupin contributes to building sustainable pharmaceutical manufacturing capacity and resilient healthcare supply chains. Lupin maintains globally recognized quality standards across its manufacturing network and continuously invests in quality systems, employee capability development, and compliance with international regulatory requirements, including cGMP standards, WHO Good Manufacturing Practices and local recognized certifications. By ensuring reliable supply of high-quality medicines across geographies, the company contributes to strengthening pharmaceutical manufacturing and healthcare resilience.
R&D	Lupin collaborates with academic institutions, research organizations, healthcare professionals, and clinical investigators to advance medical research and innovation. Through clinical development programs, scientific partnerships, and knowledge-sharing initiatives, the company supports the development of local research capabilities and contributes to expanding scientific expertise in areas of significant patient need. Lupin contributes to strengthening research and innovation capabilities through strategic collaborations, scientific knowledge sharing, and research transparency initiatives. In FY 2025-26, the Company entered into a strategic collaboration with the TB Alliance to support the clinical development and commercialization of therapies for drug-resistant tuberculosis, leprosy, and Buruli ulcer. Through this partnership, Lupin contributes manufacturing, regulatory, and supply chain expertise to support the development and broader availability of innovative treatments. Lupin is strengthening its research and development capabilities through investments in next-generation respiratory therapies that address both patient needs and environmental sustainability. Building on its milestone as the first pharmaceutical company in India to adopt Solstice® Air (HFO-1234ze cGMP), Lupin is advancing the development of pressurized metered-dose inhalers (pMDIs) with near-zero global warming potential. These initiatives enhance internal scientific expertise in complex formulation development, device technology, regulatory sciences, and sustainable pharmaceutical innovation. Through ongoing R&D, clinical development, and regulatory engagement across global markets, Lupin is developing capabilities that support the future

	delivery of environmentally sustainable respiratory treatments for asthma and Chronic Obstructive Pulmonary Disease (COPD). Lupin also promotes research accessibility and transparency by actively sharing clinical trial and post-launch outcomes, anonymized patient data, clinical insights, and health economic evidence with researchers, regulators, healthcare professionals, payers, and patient advocacy groups. The Company regularly conducts and publishes post-launch observational studies and real-world evidence to support scientific advancement and informed healthcare decision-making. In FY 2025-26, Lupin further contributed to the broader scientific community through 31 peer-reviewed scientific publications and presentations at leading scientific forums. By fostering collaborative research, disseminating scientific knowledge, and enabling wider access to research findings, the Company contributes to strengthening the healthcare research ecosystem and advancing pharmaceutical innovation.
Patient Education	For millions in India managing asthma, inconsistent inhaler use, and fragmented care often lead to preventable flare-ups and hospitalizations. Lupin's Joint Airway Initiative (JAI) addresses this gap as the country's first digital platform dedicated to asthma education. The platform provides guidance on correct inhalation techniques along with virtual services recommended by doctors, such as pulmonary physiotherapy, diet counselling, and yoga sessions to improve breathing capacity. These measures aim to address the underlying causes of poor control. Presence: Pan-India Patients reached: 118,000 Humrahi simplifies diabetes management for patients by offering personalized diet and lifestyle counselling, free blood sugar diagnostic tests and complimentary medicines to eligible patients, through an award-winning, zero-cost and multilingual app. With educational content delivered in 12 regional languages through 275+ coaches, the platform is designed to ensure its users get consistent support. This year, we rolled out an enhanced version of the app, which now includes cardiovascular care, offering patients insights into heart-healthy practices, regular monitoring, and expert guidance on managing diabetes-related cardiovascular risks. Presence: Pan-India Patients reached: 267,000
Provider Education	Lupin strengthens healthcare provider capacity through scientific education and awareness programmes across priority disease areas including diabetes, respiratory care, cardiovascular diseases, liver disease and mental health. During FY 2025-26, more than 73,500 healthcare professionals participated in scientific education programmes, while initiatives such as SAARTHI, LivAlert and Joint Airway Initiative supported knowledge enhancement, diagnosis and disease management capabilities. Lupin also collaborates with leading

	institutions such as the European Society of Cardiology and Joslin Diabetes Center to provide evidence-based education and advanced clinical training, reaching more than 4,000 medical professionals and enhancing expertise in cardiac care and diabetes management. Presence: Pan-India Medical professionals reached: 77,500+
Financing	Lupin supports access to healthcare through innovative affordability and patient-support programs that help reduce financial barriers to treatment. Through co-pay savings, affordability initiatives, and patient assistance programs, the Company enables eligible patients to access prescribed therapies at reduced cost and supports continuity of care. In FY 2025-26, we partnered with GoodRx for Tiotropium Bromide to support cash-paying patients, generating approximately USD 534,550 in direct patient savings. We also implemented co-pay support programs for therapies including Doxycycline, Glycerol Phenylbutyrate Oral Liquid, Raltegravir Potassium, and Tolvaptan, helping address affordability challenges and improve treatment adherence. In the Philippines, Lupin expanded an access-focused business model through partnerships with primary care physicians, pharmacies, and healthcare providers to improve access to affordable, high-quality medicines. Through these initiatives, the Company continues to develop innovative affordability mechanisms that support patient access and reduce financial barriers to healthcare. Lupin supports healthcare access through strategic investments in public health infrastructure, diagnostic capacity, and community healthcare systems. The Company has strengthened healthcare facilities in underserved regions by supporting primary healthcare centers with essential diagnostic equipment, digital health tools, and infrastructure upgrades. In Alwar, LHWRF supported 36 Primary Health Centres (PHCs)/Community Health Centres (CHCs) and 161 Sub-Centres, while in Palghar, 27 PHCs/CHCs and 116 Sub-Centres benefitted from infrastructure and diagnostic upgrades. These interventions enhance healthcare delivery capabilities, improve early disease detection, and enable more effective management of non-communicable diseases (NCDs), thereby reducing access barriers for vulnerable populations. We are collaborating with leading pharmaceutical industry stakeholders through the PAGE Foundation to strengthen talent development across the pharma sector. The partnership focuses on establishing a world-class skilling institution that equips future talent with capabilities aligned with the industry's evolving scientific, regulatory and technology requirements. We support the initiative with financial contributions, active leadership participation, and strategic governance inputs, highlighting our long-term commitment to industry-led capability building and strengthening India's healthcare and pharmaceutical ecosystem.

Community Support: Mobile Healthcare Units (MHUs) to provide primary health services and generate awareness amongst underserved rural communities and Infrastructure Support	Lupin's Lives Program (Desh Bandhu Jan Aarogya Seva) improves healthcare access and health outcomes in underserved rural communities through Mobile Medical Vans, community outreach, disease screening, awareness initiatives and support to local healthcare systems. The program brings healthcare services closer to beneficiaries by providing free doctor consultations, medicines, diagnostic services and preventive healthcare support. In FY 2025-26, an independent impact assessment by Soul Ace demonstrated that beneficiaries of the Mobile Medical Van services received free consultations and doorstep care, significantly reducing travel requirements and out-of-pocket healthcare expenses. Improved access to care led to stronger health-seeking behaviour, with a higher proportion of beneficiaries initiating and continuing treatment compared to non-beneficiaries. Through these interventions, the program strengthens affordability, accessibility and continuity of care while building healthier and more resilient communities. 243,850 individuals screened across 1,148 villages Apart from this, we also provided infrastructure Support 18 PHCs/CHCs and 121 sub-centers were supported with infrastructure development and essential medical equipment such as glucometers, digital blood pressure monitors, digital weighing machines, stethoscopes, pulse oximeters, and peak flow meters. Community Health Officers (CHOs) were provided electronic tablets for efficient data entry into the NCD portal. Infrastructure support also covered patient examination tables, office furniture such as tables and chairs, and stadiometers to ensure accurate height measurement, thereby enhancing the overall quality of healthcare service delivery. Other key highlights in FY 2025-26: Seven Mobile Medical Vans (MMVs) implemented. Community-Based Screening covering 243,850 individuals screened through the Lives program for NCDs, enabling early detection, timely intervention, and improved access to preventive healthcare services. High-Risk Individuals Identified: 101,036 individuals were identified as high-risk through the screening process. Stakeholder Capacity Building: Over 60 training sessions were conducted for more than 700 healthcare workers (ANMs, ASHAs, and medical officers) over the past three years, focusing on NCD risk factors and symptoms, community-based screening, patient education and counseling, NCD management and treatment, and the use of diagnostic tools such as ECG and spirometry. Infrastructure Support: 18 PHCs/CHCs and 121 sub-centers were supported with infrastructure development and essential medical equipment such as glucometers, digital blood pressure monitors, digital weighing machines, stethoscopes, pulse oximeters, and peak flow meters. Community Health Officers (CHOs) were provided electronic tablets for efficient data entry into the NCD portal. Infrastructure support also covered patient examination tables, office furniture such as tables and chairs, and stadiometers to ensure
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	accurate height measurement, thereby enhancing the overall quality of healthcare service delivery. Social and Behavior Change: Communication 676 wall paintings were created across project villages to raise awareness about NCDs.
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Impact on Access to Healthcare (3.5.3)

Lupin is committed to improving access to high-quality and affordable healthcare through a broad portfolio of branded and generic medicines across multiple therapeutic areas. In FY2025-26, the Company served approximately 580 million patients across 136 countries, demonstrating its significant contribution to global healthcare access. Leveraging its extensive manufacturing, distribution, and commercialization capabilities, Lupin helps expand the availability of quality-assured medicines in both developed and emerging markets.

To improve affordability and reduce barriers to treatment, Lupin's business model focuses on providing cost-effective generic medicines and accessible therapeutic solutions that support healthcare systems, payers, and patients (1,661,833 patients covered in FY 2025-26). In addition, the Company complements product access through community health initiatives.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Number of patients with low-cost access to the organization's products or services to address diseases/conditions	607,834	899,398	1,036,221	1,661,833
Total number of patients for the organization's products or services to address diseases/conditions	239,071,649	245,634,758	247,503,367	580,000,000

Patent Filing Policy

We are firmly committed to refraining from patenting or enforcing intellectual property rights on diseases covered by ATMI-2021 in Least Developed Countries (LDC), Low Income Countries (LIC), and Lower-Middle-Income Countries (LMIC). This policy ensures that medications remain affordable and accessible for those who need them.

Fair Pricing (3.5.4)

We remain committed to keeping our legacy products affordable, consistently working to maintain downward pricing trends to support patient access and long-term treatment adherence.

Weighted Percentage Y-o-Y change in:	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Average List Price	-13.00%	10.30%	4.10%	25.1%
Average Net Price	-13.10%	29.70%	6.40%	45.2%

Contribution to Increasing Healthcare Efficiency

While symptom relief is a clear measure of a medicine's value, reducing healthcare costs is equally important and we at Lupin recognize this responsibility as an industry leader.

We assess the impact of our products on healthcare costs through formal health economic evaluations. NaMuscla®, one of our flagship innovations with orphan drug designation, has been launched in select geographies. In FY 2025-26, it generated sales of Rs 1,589 million, representing 0.58% of our total sales..

An advantage for us is that health economic evaluations conducted in the UK, Norway, and other markets have consistently demonstrated NaMuscla®'s clinical value and cost-effectiveness for patients with non-dystrophic myotonic disorders. Leading Health Technology Assessment (HTA) bodies including National Institute for Health and Care Excellence (NICE UK), IQWiG (Germany), PBAC (Australia), NoMA (Norway), and MSCBC (Spain) have also acknowledged its therapeutic benefits, facilitating its inclusion in public healthcare systems and improving patient access to this vital treatment. The NICE price approval process primarily evaluates the cost-effectiveness of new treatments or technologies for the NHS (National Health Service), using the incremental cost-effectiveness ratio (ICER), which compares a new treatment's additional cost against its additional health benefits. Through such rigorous health economic evaluations, Lupin ensures that treatments like NaMuscla® deliver cost-effective care, enhancing patient access and health outcomes globally.

Parameter	FY 2025-26
Percentage of products assessed	1%
Percentage of revenues generated during the last fiscal year for which such evidence can be provided	0.58%

Measure Contribution to Health Outcome

Key Programs	Description	KPI used to measure impact	Impact FY 2025-26	Forecast Impact FY 2026-27
Prevention & Awareness	HuMrahi is a flagship patient support initiative focused on strengthening diabetes and cardiometabolic care through patient education, personalized guidance, digital engagement, and ongoing monitoring support. The program helps patients better understand their condition, adopt healthier lifestyles, and stay committed to their treatment plans. By fostering disease awareness and improving treatment adherence, HuMrahi supports continuity of care and empowers patients to actively manage their long-term health.	Number of patients reached	401,764	18,00,000

	Joint Airways Initiative (JAI) is a comprehensive respiratory care program designed to enhance disease awareness and improve the management of asthma and other chronic respiratory conditions. Through healthcare professional engagement, learning interventions, and diagnostic support, the initiative promotes coordinated and holistic care. JAI helps strengthen continuity of treatment, enabling better health outcomes and improving the overall patient care journey. By 2030, we aim to benefit 300,000 patients			
Diagnosis	We are committed to improving early diagnosis through targeted screening initiatives. Our goal is to assist in the diagnosis of lung diseases for over 2 million patients through FeNO and spirometry tests. Additionally, we are working to help diagnose breast cancer in 5,000 women by 2030.	No of Patients reached	1,243,005	1,500,000
Treatment	Lupin's Atharv Ability is India's first-of-its-kind outpatient neuro-rehabilitation center, offering specialized care for patients recovering from stroke, traumatic brain injury, spinal cord injury, and pediatric neurological conditions, as well as those living with Parkinson's, cerebral palsy, and multiple sclerosis. Our objective is to expand the services of the Neuro Rehabilitation Centre, reaching 1,00,000 sessions by 2030.	Number of patients	52,000	60,000
End to End Cycle Solutions / Other Program	Lyfe is India's first and only evidence-based Digital Therapeutics solution for cardiac rehabilitation, designed to support post-acute coronary syndrome (ACS) care. By FY30, we aim to reach 1,00,000 patients through this program. Building on its success, last year we introduced Lyfe HF, an extension of the platform tailored for patients living with heart failure.	Number of patients	15,000	10,000

Extending Our Patient Outreach Globally

- Programs that are implemented on a global scale (in percentage of the total number of programs) = 27.27%
- Disease areas/indications that the company contributes to the improvement of the patient's full cycle of care (in % of disease areas relevant to the company) = 100%

3 out of our 11 patient outreach programs (27.27%) have a global footprint. The details of the programs are provided below:

(a) The Journey to motherhood is program designed by Multicare Pharmaceuticals, Philippines (wholly owned subsidiary of Lupin) to support pre-natal care. For more details please see:

<https://m.facebook.com/journeytomotherhoodandbeyondsocialmediapage/posts/149158836750495/>

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

(c) Grin is our visual health strategy in Mexico which focuses on dry eye, glaucoma, and DMRA diseases. It raises awareness, promotes prevention, early detection, and effective management of ophthalmic diseases. This program is administered by Laboratorios Grin, Mexico which is wholly owned subsidiary of Lupin. Their disease awareness efforts are channeled through a comprehensive multichannel strategy tailored specifically for the general public. The core objective is to educate individuals about various ophthalmological conditions and to encourage them to seek professional care from certified ophthalmologists. To support this initiative, we utilize:

- Social media platforms such as Instagram, TikTok, and Facebook, where we share valuable, medically validated content curated by our expert medical team.
- Podcasts on Spotify, featuring ophthalmologists and skilled communicators who engage in friendly, informative conversations about eye health and the importance of prevention.
- Additionally, this year we plan to expand our outreach through medical influencers, who will raise awareness about ophthalmological conditions via their social media channels.

Accessibility & Transparency of Research (3.5.5)

Research at Lupin hinges on the principles of transparency and sharing relevant information. We are committed to sharing clinical trial research outcomes, post-launch study outcomes, anonymized patient-level data, demographic breakdown of clinical research participants, cost-effectiveness analysis data and health economic output data, with stakeholders, researchers, clinical research participants, payors, regulators, healthcare professionals, and patient advocacy groups.

Outcomes from Clinical Research:

At Lupin, we uphold the principles of transparency and responsible information sharing as the foundation of our research practices. Through our publicly available Clinical Trial Commitment, we are committed to disseminating clinical trial outcomes and post-launch assessments to relevant stakeholders, including regulators, healthcare professionals, researchers, clinical trial participants, and others acting in the best interests of patients.

We ensure transparency in clinical research through timely disclosure of trial results, prior registration of studies, comprehensive publication of results, and responsible data sharing. All clinical trials are registered in credible, publicly accessible databases prior to participant enrolment, including the [Clinical Trials Registry-India \(CTRI\)](#), [ClinicalTrials.gov](#), and the [EU Clinical Trial Registry or Clinical Trial Information System \(CTIS\)](#). Results are disclosed in public registries irrespective of study outcomes, and select findings are published in peer-reviewed journals.

Clinical research outcomes are also disseminated through scientific congresses and publications. During FY 2025-26, findings from our Phase 1 Dose Escalation Study of LNP3693 (STING Agonist) were presented at the ESMO Congress 2025. The study was registered under CTRI/2023/10/059147, reinforcing our commitment to transparent reporting and public dissemination of clinical research outcomes.

During FY 2025-26, we further advanced scientific transparency through 31 scientific publications arising from research conducted across our research facilities, enabling broader dissemination of clinical and scientific research outcomes to the global scientific community

Outcomes from Post-Launch Studies Including Real-World Data Analysis:

We consistently conduct post-launch observational studies and real-world evidence initiatives to gather patient-level data on product utilization, safety, effectiveness, and patient outcomes in real-world settings. These outcomes are regularly disclosed through our website, scientific publications, and clinical research registries, including ClinicalTrials.gov and the EU Clinical Trials Register, as applicable. By sharing these findings with researchers, healthcare providers, regulators, and other stakeholders, we support evidence-based healthcare decision-making, advance scientific understanding of therapies following market introduction, and contribute to improved patient care.

These studies provide insights into treatment effectiveness, utilization patterns, and safety in routine clinical practice.

Anonymized Patient-Level Data:

As part of our commitment to responsible data sharing, we facilitate access to anonymized patient-level clinical research data for qualified third parties upon request, subject to applicable regulatory requirements, confidentiality agreements, and data privacy considerations. This supports scientific collaboration, independent research, and evidence-based healthcare decision-making while safeguarding participant confidentiality.

Cost-Effectiveness Analysis and Health Economics Data:

Health economic evaluations conducted in the UK, Norway, and other European markets have consistently demonstrated NaMuscla®'s clinical value and cost-effectiveness for patients with non-dystrophic myotonic disorders. In FY2025-26, NaMuscla® generated sales of INR 1,589 million, contributing 0.58% of total sales and 100% of innovative product revenues. Leading Health Technology Assessment (HTA) bodies including NICE (UK), IQWiG (Germany), NoMA (Norway), and MSCBS (Spain) have acknowledged its therapeutic benefits, supporting reimbursement decisions and facilitating broader patient access.

The NICE price approval process primarily focuses on evaluating the cost-effectiveness of new treatments or technologies for the NHS (National Health Service) using the incremental cost-

effectiveness ratio (ICER), which compares a new treatment's additional cost against its additional health benefits.

Building on positive health economic evaluations and reimbursement support, we expanded access to NaMuscla® in key Access to Medicine Index countries by advancing regulatory pathways in Argentina, Colombia, and Mexico, including dossier submission in Argentina and regulatory filing in Mexico during FY2025-26.

Through rigorous health economic evaluations, we demonstrate that treatments like NaMuscla deliver cost effective care, the clinical and economic value of innovative therapies enhance, support informed healthcare decision-making, improve patient outcomes, and contribute to the affordability and sustainability of healthcare systems. Health technology assessment by NICE and the SMC for Namuscla can be accessed here: <https://www.nice.org.uk/guidance/ta748>

For instance, products contributing to 90% of Lupin Healthcare UK Ltd revenue deliver a range of savings from 52% to 98% versus the originator list price.

Product	NSP	List	Of Revenue	Saving %
Luforbec	13.98	29.32	76%	52%
Emt / Teno	7.88	355	6%	98%
Raltegravir	71.97	471.41	9%	85%
			91%	

Demographic breakdown of clinical research participants:

We also share demographic information relating to clinical research participants to promote inclusive, representative, and transparent clinical research. In addition, we seek to enable diverse participation across gender, age groups, and geographies, helping ensure that clinical evidence reflects the populations served by our medicines.

At Lupin, we are committed to conducting clinical research that is inclusive, representative, and reflective of the diverse patient populations who use our medicines. As part of this commitment, we monitor and disclose demographic information related to clinical research participants, including gender, age groups, geographic distribution, and other relevant population characteristics, where appropriate and permitted by applicable regulations.

We strive to incorporate diversity considerations into clinical trial design, site selection, and patient recruitment strategies to improve the representativeness of study populations. This helps generate clinical evidence that is more relevant to real-world patient populations and supports the development of safe and effective therapies across diverse demographic groups.

For example, during the planning of clinical studies, Lupin seeks to recruit participants across different age cohorts, including adult and elderly populations where clinically relevant, and from varied geographic regions to reflect disease prevalence and treatment needs. By engaging a broad range of participants, we aim to better understand variations in treatment response, safety outcomes, and healthcare needs among different patient groups.

Through these efforts, Lupin seeks to strengthen the quality of clinical evidence, enhance patient trust, and contribute to more equitable access to healthcare solutions worldwide.

Customer Relations

Ethical Marketing Commitment (3.6.1)

At Lupin, we maintain high ethical standards, with responsibility and accountability being at the heart of our organization. We are committed to ethical marketing and promotional practices of our healthcare products/services to ensure well-being of patients and customers.

Lupin is committed to maintaining the highest standards of integrity, transparency, and ethics in all communications related to its products and services. This commitment is reflected in the following commitments:

Accurate and Balanced Product Information

Lupin ensures that all product-related information is scientifically validated, balanced, and clearly presented. Marketing and educational materials are designed to support informed decision-making by healthcare professionals and patients, without exaggeration or omission.

Lupin is committed to ensuring that all information provided about its products is accurate, evidence-based, balanced, and scientifically substantiated. We believe that healthcare professionals, patients, and other stakeholders should have access to reliable information that supports informed healthcare decisions and promotes safe and effective use of medicines.

All promotional, medical, and educational materials undergo rigorous internal review processes to ensure they are consistent with approved product information, scientific evidence, regulatory requirements, and applicable industry codes of conduct. Information communicated about our products reflects a balanced presentation of benefits, risks, safety information, indications, contraindications, and appropriate usage, enabling healthcare professionals and patients to make informed decisions.

Non-Misleading Communication

All promotional and non-promotional content undergoes rigorous internal review to ensure it is not misleading. Claims are substantiated by clinical data and regulatory approvals, and materials are regularly updated to reflect the latest evidence.

Lupin maintains a strong commitment to ensuring that product-related information is not misleading through omission, exaggeration, undue emphasis, distortion, or ambiguous claims. Any efficacy, safety, quality, or performance claims must be supported by robust scientific and clinical evidence and communicated in a clear, fair, and responsible manner. We avoid unsubstantiated or absolute claims and ensure that all communications appropriately disclose relevant limitations, risks, and safety considerations. Continuous training, compliance monitoring, and governance controls further reinforce our commitment to ethical communications, patient safety, and responsible promotion practices.

Through these measures, Lupin seeks to uphold trust, transparency, and integrity across all stakeholder interactions while supporting the responsible use of medicines and improved patient outcomes.

Ethical Interactions with Healthcare Professionals and Patient Groups

Lupin adheres to global and local codes of conduct governing interactions with healthcare professionals (HCPs) and patient organizations. These include:

- Transparent disclosure of contributions, sponsorships, and engagements with HCPs in accordance with applicable regulations and industry codes
- Ethical collaboration with patient organizations that respect their independence and avoids undue influence or their decision-making authority.
- Clear separation between promotional, scientific and educational engagements.
- Transparent disclosure of contributions, sponsorships, and engagements with HCPs in accordance with applicable regulations and industry codes

Transparency in Engagement with Healthcare Professionals and Patient Organizations

Lupin is committed to conducting all interactions with healthcare professionals (HCPs), healthcare organizations, and patient organizations with the highest standards of integrity, transparency, ethics, and compliance. We recognize the important role these stakeholders play in advancing patient care, medical education, research, and access to healthcare, and we strive to ensure that all engagements are conducted responsibly and in a manner that maintains stakeholder independence and trust.

Transparent Reporting of Contributions to Healthcare Professionals

Lupin maintains robust policies and procedures governing interactions with healthcare professionals and healthcare organizations. Any support provided for medical education, scientific exchange, advisory services, research, speaker programs, or professional development activities is subject to defined governance processes, legitimate business needs, and applicable legal and regulatory requirements. We are committed to transparency in reporting such transfers of value and comply with relevant local regulations, industry codes, and disclosure requirements across the markets in which we operate. Our controls are designed to ensure that financial and non-financial support is appropriately documented, monitored, and disclosed, while preventing conflicts of interest and safeguarding ethical conduct.

Ethical and Independent Engagement with Patient Organizations

Lupin values partnerships with patient organizations to better understand patient needs, improve health outcomes, and support disease awareness and education initiatives. We are committed to maintaining relationships with patient organizations that are transparent, ethical, and respectful of their autonomy and independence. Any collaboration or support provided is based on clearly defined objectives, documented agreements, and applicable compliance requirements. We do not seek to influence the policy positions, governance, or decision-making processes of patient organizations. Our engagement approach emphasizes transparency of funding, mutual accountability, and alignment with the shared objective of improving patient well-being while preserving the organization's independence and credibility.

Through these commitments, Lupin promotes responsible stakeholder engagement, strengthens trust across the healthcare ecosystem, and reinforces its commitment to ethical business practices and patient-centric healthcare delivery.

Lupin is committed to ensuring that any engagement with patient groups or patient organizations is transparent, ethical, appropriately documented, and does not compromise the independence of such organizations. Lupin does not seek to influence patient organizations in a manner that could affect their objectivity, advocacy positions, or independent decision-making.

Approval of Process for Materials

All promotional materials and non-promotional materials, including advertisements, mailers, brochures, digital communications, presentations, audiovisual content, websites, and social media promotional content at Lupin must be reviewed and approved by designated Medical, Regulatory, Legal, and Compliance functions prior to external dissemination.

- **Promotional Materials:** All promotional content is subject to a formal approval process involving medical, legal, and regulatory teams before dissemination.
- **Non-Promotional Materials:** Educational and scientific materials should also undergo review to ensure accuracy, relevance, and compliance with ethical standards.

Detailed commitments and systems followed at lupin on ethical marketing are:

- Ensure drug promotions and any marketing communication are reliable, accurate, up-to-date, informative, balanced and not misleading.
- Ensure any promotional material such as mailers and advertisements provide accurate, balanced and scientifically substantiated information and are not designed to disguise any other messaging.
- Avoid making any misleading or unsubstantiated claims regarding the efficacy or safety of Lupin's products.
- Not misuse technical or scientific data or terminology or vocabulary to mislead customers, patients or HCPs on Lupin's products or services.
- Comply with applicable anti-bribery and anti-corruption laws and ensure interactions with organizations (such as patient groups/patient organizations) and individuals outside of Lupin are conducted with integrity.
- Conduct ethical business practices and prohibit use of any unlawful inducement, bribe, or other payment in order to improperly influence a third party for the sale, recommendation, prescription or preferential treatment of Lupin's products or services.
- Conduct promotions, marketing, and sales of Lupin's products and services in accordance with national health policies, regulations, and applicable marketing standards, practices and guidelines like the Uniform Code for Pharmaceutical Marketing Practices (UCPMP) and World Health Organization's (WHO) Ethical Criteria for Medicinal Drug Promotion. The promotional materials and non-promotional materials are approved by Lupin Business Ethics and Compliance team.
- Follow ethical practices and country specific guidelines while engaging with HCPs to avoid unethical marketing practices.
- Ensure that no financial or material benefit is offered to HCPs or customers for influencing them to promote or endorse or increase sales of Lupin's products or services.
- Abstain from gifting, travel, any form of entertainment, social, or recreational activity for personal benefit of HCPs or their relatives.

- Pay reasonable and justifiable consideration to HCPs in the line with the fair market value only for actual professional services rendered by HCPs to Lupin. To disclose contributions to healthcare professionals if any in accordance with applicable regulations or industry codes.
- Provide periodic training for Lupin's sales representatives in product knowledge and ethical marketing practices.
- Include all information needed for the safe use of drugs, in line with regulatory authority guidelines on packaging and labels.
- Clearly state any ingredients or excipients which may cause adverse reactions as required by the regulatory guidelines on packaging and labels.
- Ensure ethical marketing practices and promotions are covered in internal control management system, corporate audits and form a part of enterprise risk management system.
- Monitor product safety and quality post-launch, analyze issues through quality and pharmacovigilance system, and report to regulatory authorities as per guidelines issued by them.
- Monitor and review frequently the content, materials and activities on social media and other digital channels to ensure compliance with local laws and applicable regulations on consumer marketing.
- Ensure that our direct-to-consumer marketing clearly specifies the approved health conditions for the medicine which is approved. Provide a balanced presentation of both the benefits and risks associated with the medication.
- Train and inform employees and relevant stakeholders to adhere to, and enforce this policy effectively.
- Establish a mechanism for reporting and voicing concerns against unethical marketing and sales practices or any related promotional activities.
- Document and thoroughly investigate all concerns by ensuring appropriate actions to address the concerns reported.

Lupin's Ethical Commitment to Direct-to-Consumer (DTC) Marketing

Lupin's ethical marketing policy ensures that all direct-to-consumer communications are transparent, responsible, and compliant with applicable laws and industry codes. The company's publicly available policy commits to the following key principles:

- **Clear Communication of Approved Uses:** All DTC materials explicitly state the health conditions for which a medicine is approved, avoiding any misleading claims or off-label promotion. Any direct-to-consumer communication at Lupin shall clearly identify the approved indication, therapeutic use, and authorized health conditions for which the medicine is approved and shall not promote off-label use.
- **Balanced Information on Benefits and Risks:** Marketing content provides a fair and accurate balance between the benefits and potential risks of the medication, enabling informed decision-making by consumers. Direct-to-consumer marketing communications at Lupin shall provide a fair and balanced presentation of both the benefits and risks associated with the medicine, including relevant warnings, precautions, contraindications and safety information.
- **Monitoring and Review of Digital Channels:** Lupin shall review, monitor, and periodically assess content, activities, interactions, and promotional materials disseminated through websites, social media platforms, digital channels, mobile applications, online communities, and emerging digital

platforms to ensure compliance with applicable regulations and laws, internal policies, and industry codes.

Lupin has established provisions to review and monitor all DTC activities across social media and digital platforms. This ensures that content remains compliant with regulatory standards, local laws and appropriate ethical codes.

These commitments reflect Lupin's broader values of patient safety, transparency, and regulatory integrity, ensuring that its consumer-facing communications uphold the highest ethical standards.

Link for Ethical Marketing Policy and commitments: <https://www.lupin.com/wp-content/uploads/2025/02/ethical-marketing-policy-final-feb-7th-2025.pdf>

Lupin has established control procedures to monitor compliance with responsible marketing requirements. All promotional and non-promotional materials are reviewed and approved by the Business Ethics and Compliance function prior to external use. Ethical marketing practices and promotional activities form part of Lupin's internal control management system, corporate audit program, and Enterprise Risk Management framework. Compliance with ethical marketing requirements is monitored through governance reviews, complaint monitoring mechanisms, periodic audits, compliance investigations, and oversight processes designed to ensure adherence to applicable regulations, industry codes, and company standards.

Lupin provides periodic training to sales representatives on product knowledge and ethical marketing practices and monitors content, materials, and activities across social media and digital channels to ensure compliance with applicable regulations and responsible marketing requirements. All concerns relating to unethical marketing, promotional misconduct, or non-compliance are documented, investigated, and addressed through established Ethics and Compliance processes.

Marketing-related complaints, regulatory observations, self-regulatory complaints, and ethical marketing concerns are tracked and reviewed through the Company's Governance, Ethics and Compliance framework.

During FY 2025-26, Lupin reported zero upheld regulatory complaints concerning marketing and selling practices, zero upheld self-regulatory complaints concerning marketing and selling practices, and zero upheld ethical marketing complaints. No fines or penalties related to ethical marketing practices were reported during the reporting period.

Ethical marketing practices are governed through Lupin's dedicated Compliance function supported by site-level compliance teams and periodic compliance reviews. Ethical Marketing Policy is one of Lupin's formal governance policies under the Company's Governance, Ethics and Compliance framework. We reinforce ethical marketing commitments through periodic training and awareness programs covering ethical conduct, anti-bribery and anti-corruption requirements, healthcare professional engagement standards, and governance expectations.

During FY 2025-26, Lupin also strengthened ethical conduct awareness through the "Preparing Lupin Employees to Demonstrate Governance and Ethical Conduct (P.L.E.D.G.E) program.

Reporting and Speak-Up Mechanism

Stakeholders may report concerns regarding unethical marketing, promotional misconduct, corruption, conflicts of interest, or other compliance issues through Lupin's independent reporting platform: <https://Lupinglobal.ethicspoint.com>

We investigate all reported concerns and implement appropriate corrective and preventive actions where necessary

Ethical Marketing Performance (3.6.2)

We adhere to a well-defined Ethical Marketing Policy to ensure that healthcare professionals, customers, and patients receive accurate, balanced, and complete information about our medicines. Given the high relevance of ethical marketing in the healthcare sector, we have strong systems in place to monitor compliance, prevent undue influence, and avoid legal or reputational risks.

Ethical marketing and promotional practices are governed through Lupin's Ethical Marketing Policy, Governance, Ethics and Compliance framework, Pharmacovigilance systems, Quality Management Systems, internal audits, compliance reviews, and enterprise risk management processes.

Link for Ethical Marketing Policy: <https://www.lupin.com/wp-content/uploads/2025/02/ethical-marketing-policy-final-feb-7th-2025.pdf>

Over the past four fiscal years, we have maintained a strong track record of compliance in relation to product and service information, labeling, and marketing communications. There have been:

- **Zero incidents of non-compliance** concerning product and service information and labeling.
- **No reported violations** related to marketing communications.
- **No monetary losses** incurred from legal proceedings associated with false marketing claims.

This reflects our ongoing commitment to ethical business practices, transparent communication, and adherence to global regulatory standards.

	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Incidents of non-compliance concerning product and service information and labelling	0	0	0	0
Incidents of non-compliance concerning marketing communications	0	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	0	0	0	0

The above indicators have been third party assured (DNV Business Assurance India Pvt Limited) and is available on page no 214-219 of our Integrated report FY 2025-26.

Link: <https://www.lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf>

Privacy Protection

Privacy Policy: Systems/ Procedures (3.7.1)

	Remarks
Privacy policy applies to the entire operations, including suppliers	Lupin's Privacy Policy and Information Security Management System (ISMS) are applicable across our entire organization, Joint ventures, subsidiaries and extend to third-party relationships, including suppliers, partners, and service providers. The Company's Third-Party Code of Conduct and Supplier ESG Assessment Program require suppliers to comply with expectations relating to information security, data privacy, business ethics, and regulatory compliance. Lupin's Information Security Management System (ISMS) Policy extends privacy and information security requirements to relevant third-party suppliers, service providers, contractors, consultants and business partners that process, access or manage personal information on behalf of the Company. Suppliers are contractually required to implement controls consistent with Lupin's privacy, information security and data protection requirements, and compliance is assessed through supplier due diligence and ongoing monitoring. During FY2025-26, Lupin engaged with all suppliers on sustainability and responsible business practices, reinforcing the application of governance standards including privacy systems across the value chain. https://www.lupin.com/privacy-policy/ https://www.lupin.com/uploads/Information_Security_Management_Systems_Policy_47c6d4b5d9.pdf
Designated person or department responsible for privacy issues	Lupin has appointed Bird & Bird DPO Services SRL as a Data Protection Officer ("DPO") who can be reached out at dpo@lupin.com Lupin has established clear accountability for information security and privacy governance. Under the Information Security Management System (ISMS), cybersecurity and data privacy governance are overseen by the Risk Management Committee, with the Global CFO serving as the principal authority and the Global Chief Information Officer responsible for implementation, monitoring, and compliance. Also, the Corporate Legal & Compliance function is the dedicated department for any privacy issues or concerns at Lupin. Responsibilities include: Overseeing privacy governance and policy, systems and procedures implementation

	• Responding to data subject requests and breach incidents. • Coordinating with IT, HR, and business units on privacy matters.
Privacy policy system embedded in group-wide risk/compliance management	Privacy is integrated into Lupin's Enterprise Risk Management (ERM) and Compliance Framework, ensuring: • Privacy risks are assessed alongside financial, operational, and reputational risks. • Regular updates to the Board and Audit Committee on privacy compliance. • Use of Privacy Impact Assessments (PIAs) for new projects and technologies Privacy and Data Security are recognized by Lupin as material governance and operational risk topics. Data Privacy and Protection is recognized as a material topic and an operational risk within Lupin's Enterprise Risk Management (ERM) framework (Refer Page No 191 in Lupin Integrated Report 2025-26 where Privacy is a top risk with required mitigation measures). The Information Security Management System (ISMS), including privacy controls, risk assessments, monitoring procedures, and mitigation actions, is embedded into the Company's overall risk management structure. The Risk Management Committee periodically reviews information security, cybersecurity, digital governance, privacy risks, and AI-related risks as part of enterprise-wide governance and compliance oversight. Customer Privacy and Data Security is also identified as a material ESG topic through the Company's Double Materiality Assessment process. Risk mitigation strategies are implemented to ensure that customer and employee data is not exposed to external threats. A section on data privacy is also embedded in the Code of Conduct document which is applicable to all employees of the Lupin group globally. lupin.com/wp-content/uploads/2026/07/integrated-report-consolidated.pdf https://www.lupin.com/wp-content/uploads/2022/12/english_coc-handbook.pdf https://www.lupin.com/wp-content/uploads/2025/04/information-security-management-systems-policy.pdf
Disciplinary actions in case of breach (i.e. zero tolerance policy)	Lupin maintains a zero-tolerance approach toward violations of data privacy, information security, and confidentiality requirements. The Company's Information Security Management System (ISMS), Code of Business Conduct and

	Ethics, and Whistleblower Framework establish defined procedures for reporting, investigating, escalating, and addressing privacy or information security breaches. The ISMS framework includes incident management, corrective actions, root cause analysis, and escalation protocols to ensure timely resolution of any actual or suspected breach. In the event of a confirmed breach of data privacy, Lupin will initiate corrective and disciplinary actions based on the severity, intent, and impact of the violation. These actions may include: • Formal Warning and mandatory retraining: Issued for minor or first-time breaches, accompanied by mandatory retraining on data privacy protocols. • Suspension of access rights or job responsibilities: Temporary removal from duties involving data handling, pending investigation or remediation. • Termination of Employment: In cases of gross negligence, willful misconduct, or repeated violations. • Legal Action: Where applicable, Lupin may pursue legal remedies or report the breach to regulatory authorities. • Remediation Measures: Including revocation of access rights, system audits, and process reviews to prevent recurrence. • Corrective and preventive actions (CAPA) including system reviews, access-control modifications, process improvements, enhanced monitoring, and security audits to prevent recurrence All reported incidents are investigated through established governance mechanisms and appropriate disciplinary in accordance with Lupin’s HR policies and applicable labor laws, ensuring fairness, transparency, and due process is taken and remediation measures are implemented based on investigation outcomes. In case of any breach of data privacy, we have a clearly defined escalation process with disciplinary actions, outlined in the ISMS policy document, to ensure speedy resolution. A section on data privacy is also embedded in the Code of Conduct document. https://www.lupin.com/wp-content/uploads/2022/12/english_coc-handbook.pdf
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	https://www.lupin.com/wp-content/uploads/2025/04/information-security-management-systems-policy.pdf
Conduct third-party audits of the privacy policy compliance	As part of its continuous improvement approach, Lupin conducts annual external audits and independent assessments of its Information Security Management System (ISMS), cybersecurity controls, privacy policy compliance and data privacy practices. The Company utilizes a Data Loss Prevention (DLP) tool to continuously monitor and help prevent potential data leakage incidents. To ensure objectivity and transparency, Lupin engages external auditors to assess privacy compliance across the business. These audits include: • Validation of compliance with global information security and privacy standards and internal policies, including ISO 27001:2022 and other applicable requirements. • Assessment of privacy controls, data handling practices, and governance mechanisms across business operations. • Identification of gaps in vendor compliance, cybersecurity controls, and personal data management processes. • Evaluation of the effectiveness of privacy and information security risk mitigation measures. • Recommendations for corrective actions, remediation plans, and continuous improvement initiatives. In FY 2025-26, Lupin also undertook external audits of IT and cybersecurity controls, annual third-party penetration testing, and independent assurance of customer privacy disclosures (GRI 418) as part of the Integrated Report assurance process conducted by DNV Business Assurance India Private Limited. These independent reviews support the Company's ongoing efforts to strengthen privacy, cybersecurity, and information security compliance across the organization. Lupin has Zero privacy complaints and Zero instances of data breaches.
Conduct internal audits of the privacy policy compliance	Lupin conducts periodic internal audits in FY 2025-26, risk assessments, vulnerability assessments, cybersecurity reviews, and compliance monitoring activities as part of its Information Security Management System (ISMS). Internal audits assess adherence to privacy policy compliance,

	information security, cybersecurity, privacy, and data protection requirements and support continuous improvement and regulatory compliance. The Company also conducts regular reviews in alignment with ISO 27001 and ISO 31000 frameworks. Additionally, the Company undertakes internal audits and compliance reviews related to data privacy as part of its Digital Personal Data Protection (DPDP) program to support compliance with the requirements of the Digital Personal Data Protection Act, 2023, issued by the Government of India. These assessments help evaluate the effectiveness of privacy controls, identify gaps, strengthen governance mechanisms, and ensure ongoing compliance with evolving privacy regulations The results of internal audits and compliance assessments conducted in FY 2025-26 are reviewed by relevant management and governance functions, and corrective and preventive actions (CAPA), process improvements, and control enhancements are implemented wherever necessary to strengthen privacy and information security practices across the organization. https://www.lupin.com/wp-content/uploads/2025/04/information-security-management-systems-policy.pdf
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Customer Privacy Information (3.7.2)

Our Global Privacy Policy reflects a comprehensive and transparent approach to data protection and privacy, aligning with globally accepted standards and regulations. The policy clearly outlines the nature of personal information collected and the intended purposes for its use, ensuring that individuals are well informed. The company has implemented a comprehensive privacy framework that governs how customer data is collected, used, stored, and shared.

Lupin publicly discloses how personal information is collected, used, retained, protected and disclosed through its global Privacy Policy and applicable regional privacy notices. The global Privacy Policy applies to personal data processed through Lupin’s corporate website and describes Lupin’s privacy principles, lawful bases for processing, data-subject rights, retention approach, security controls and third-party disclosure practices. Regional notices provide additional rights and disclosures where required by local law.

(1) Nature of Information Captured

Lupin collects personal identifiers (e.g., name, email, IP address), health data, commercial information, and internet activity. Sensitive health data is collected for regulatory and safety purposes

(2) Use of Collected Information

Data is used for customer service, product safety, marketing, legal compliance, and improving services. Specific uses include responding to adverse event reports, processing job applications, and website analytics

(3) Customer Control Over Data

Lupin places customer autonomy and informed consent at the center of its privacy framework. The Privacy Policy clearly states that individuals are provided with meaningful choices regarding the collection, use, retention, processing, disclosure, and transfer of their personal information.

Opt-in Consent

Lupin obtains explicit consent before collecting, processing, retaining, or disclosing personal information. Lupin obtains affirmative opt-in consent before collecting or using personal information for optional processing activities where consent is the applicable lawful basis, including direct marketing and other consent-dependent purposes. The Company also obtains consent before sending marketing communications, newsletters, or other promotional materials. Lupin does not collect, process, share, retain, or use personal information for purposes requiring consent unless the individual has provided the required consent, and individuals may subsequently withdraw such consent through designated privacy request mechanisms, subject to applicable legal or regulatory requirements.

Personal information collected for such optional purposes is not collected or processed unless the individual has first provided affirmative consent. Individuals may subsequently withdraw their consent using the privacy request channels identified in the applicable privacy notice.

Opt-out Rights

Customers are provided with mechanisms to opt out of non-essential processing activities, including targeted advertising, certain data-sharing activities, marketing communications, and the use of personal information for purposes that are not necessary to deliver requested services. Customers can exercise these rights through designated privacy request channels, webforms, and browser-based privacy controls such as Global Privacy Control (GPC).

Access Rights

Customers and individuals may request access to the personal information held about them by Lupin and obtain information regarding how their data is collected, used, stored, processed, retained, and shared and disclosed. Such requests may be submitted through the contact channels specified in the Privacy Policy. Lupin does not charge a fee for responding to a valid access request.

Data Portability

Customers may request that their personal information be transferred to another service provider where applicable under relevant privacy regulations and subject to appropriate contractual and security safeguards.

Correction and Deletion Rights

Customers have the right to request correction, updating, restriction, or deletion of personal information maintained by the Company, subject to applicable legal, pharmacovigilance, regulatory, and record-retention requirements.

This framework ensures customers maintain control over how their personal data is collected, used, retained, processed, disclosed, corrected, transferred, and deleted, while providing transparency and accountability throughout the information lifecycle.

(4) Data Retention Periods

Data is retained for a time period strictly in accordance with the purpose of its use, and the Company employs robust measures to ensure that information is protected throughout its lifecycle.

Retention varies by data type:

- Internet activity: 14 months
- Customer service recordings: 10 years
- Employment data: Duration of employment + 6 years
- Pharmacovigilance and product safety information: Retained as long as required by applicable laws and regulations

<https://www.lupin.com/US/privacy-policy>

(5) Data Protection Measures

Lupin uses industry-standard security protocols including firewalls, password protection, and restricted access. To ensure the security and confidentiality of personal data that we collect online, we use data networks protected, inter alia, by industry standard firewall and password protection. Access to personal data is restricted to employees on a need-to-know basis, for the sole purpose of preserving the data and only to those who are otherwise authorized and trained to handle such data properly. Staff are trained, and compliance with our policies and procedures is regularly reviewed.

These controls are further supported through Lupin's Information Security Management System (ISMS), which is aligned with ISO 27001:2022 and incorporates administrative, technical, and organizational safeguards to protect personal information throughout its lifecycle. Security measures include access controls based on the principle of least privilege, continuous network monitoring, vulnerability assessments, penetration testing, incident management procedures, and Data Loss Prevention (DLP) tools to identify and prevent potential data leakage. The effectiveness of these controls is periodically reviewed through internal audits, external assessments, and continuous monitoring activities.

Lupin uses reasonable administrative, technical and organizational safeguards appropriate to the nature of the personal information. Publicly disclosed controls include firewalls, password protection, access restrictions based on business need, employee authorization and training, regular compliance reviews, and contractual requirements requiring service providers to protect personal information appropriately.

(6) Third Party Disclosure Policy

We also maintain a non-disclosure policy regarding the sharing of information with **third parties, both private and public**, as detailed in the “**Non-Disclosure of Information**” section of its Privacy Policy. Personal information shared with service providers, business partners, regulatory authorities, or other third parties is protected through contractual, confidentiality, and security requirements designed to ensure appropriate handling and protection of customer data.

Furthermore, personal information is processed only for legitimate and disclosed purposes in accordance with the Privacy Policy and applicable legal and regulatory requirements. This structured and user-centric approach underscores our commitment to privacy, data protection, and regulatory compliance. Service providers acting on Lupin’s behalf are subject to agreements requiring personal information to be protected appropriately.

Relevant disclosures are subject to applicable legal, contractual, confidentiality and security safeguards at Lupin.

(7) Control Over Secondary Use of Data

Lupin does not use customer data for secondary purposes without an appropriate legal basis and, where required, explicit customer consent. The Company monitors the use of customer data for secondary purposes and confirms that 0% of users' personal data was used for secondary purposes during FY2025-26.

	FY 2025-26
Percentage of users whose customer data is used for secondary purposes	0

Lupin ensures strong protection of customer data through a comprehensive privacy framework that aligns with global regulations. The company collects only necessary personal, health, and digital information, and uses it strictly for service delivery, product improvement, and regulatory compliance.

Lupin ensures strong protection of customer data through a comprehensive privacy framework supported by its Privacy Policy and ISO 27001:2022-aligned Information Security Management System (ISMS). The framework incorporates data governance, access controls, employee training, Data Loss Prevention (DLP) monitoring, incident management procedures, and periodic internal and independent third-party assessments. Customers retain control over their personal information through consent-based processing, opt-in option available and opt-out options for non-essential uses, rights to access, correct, delete, or transfer their data, and the ability to withdraw consent through designated privacy request mechanisms, subject to applicable legal and regulatory requirements.

The privacy framework is embedded within Lupin's enterprise risk management and compliance processes, helping ensure accountability, regulatory compliance, and continuous improvement in customer privacy and data protection practices.