Manufacturing EXCELLENCE. Delivered GLOBALLY.







Integrated
Annual Report
2025-26

MANUFACTURING EXCELLENCE. DELIVERED GLOBALLY.

Excellence is not achieved by chance—it is engineered, refined and earned over time. For us, manufacturing is the foundation on which scale, credibility and long-term partnerships are built. Every process we design and every capability we develop is guided by a commitment to precision, consistency and uncompromising quality, enabling us to serve customers across geographies with confidence.



Our manufacturing ecosystem has evolved to meet the realities of a changing pharmaceutical landscape. As supply chains become more global and regulatory expectations more stringent, we have focused on building capabilities that go beyond volume-led production. A strong emphasis on complex formulations, specialised dosage forms and process-driven manufacturing allows us to create meaningful differentiation and deliver dependable outcomes at scale. This depth of capability not only brings resilience but also enables faster translation of innovation from development to commercial manufacturing.

Global expansion is a natural extension of this manufacturing strength. We have taken a decisive step by entering a joint venture with the Government of Zambia to establish a pharmaceutical manufacturing plant in Zambia, reflecting our intent to build global relevance while transferring world-class manufacturing practices to new markets. This collaboration underscores our belief that manufacturing excellence works best when it is rooted in partnership and shared purpose.

Europe represents another important chapter in our global journey. The successful completion of audits for our manufacturing facilities reinforces our readiness to operate in regulated markets and reflects the robustness of our quality systems. These milestones validate our manufacturing platforms and support our ambition to deepen our presence across international markets.

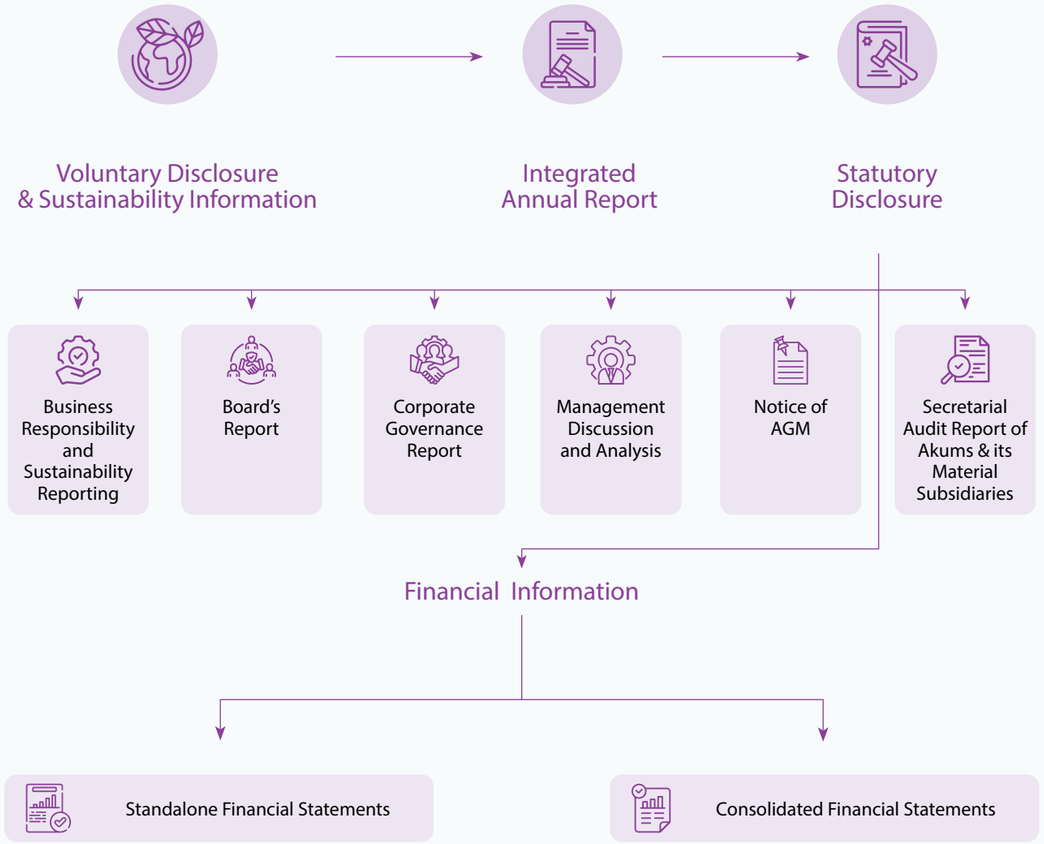
Manufacturing excellence drives us to think globally and execute responsibly. It allows us to expand our footprint with confidence, earn trust across borders and deliver consistently—wherever we operate. Manufacturing Excellence. Delivered Globally. captures the essence of what we build today and how we grow

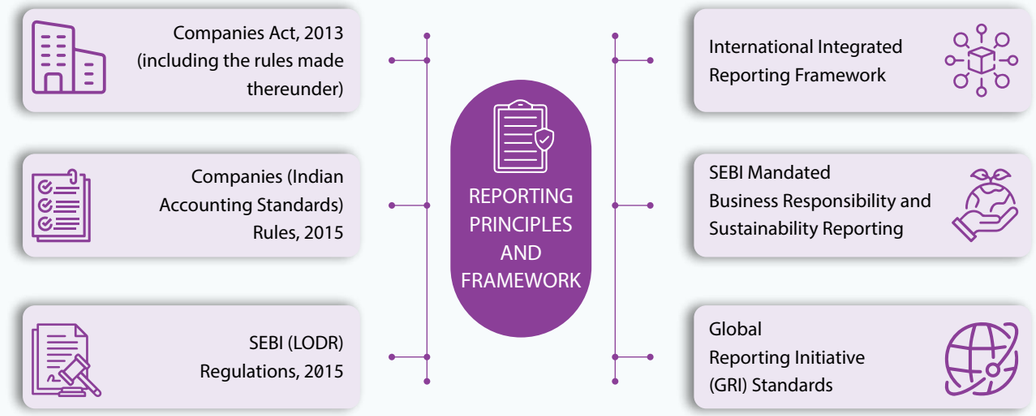
for tomorrow.

ABOUT THIS REPORT

REPORTING SCOPE AND BOUNDARY

The Integrated Annual Report for FY 2025–26 presents a comprehensive and cohesive account of Akums Drugs and Pharmaceuticals Limited's journey in advancing its purpose and long-term vision. It outlines how Akums Drugs and Pharmaceuticals Limited (hereinafter referred to as "Akums", "Company" "we" or "us") creates sustainable value for its stakeholders, including customers, shareholders, investors, regulators, employees, business partners, and the communities it serves. This commitment underpins our value creation philosophy and reflects our impact beyond financial outcomes.





FORWARD-LOOKING STATEMENTS

This document contains forward-looking statements regarding the expected future events, performance and financial position of the Company. These statements involve assumptions, risks and uncertainties, many of which are beyond the Company's control, and actual results may differ materially. Readers are advised not to place undue reliance on such statements. The Company undertakes no obligation to update or revise these statements and they should be read with the risk factors outlined in this Annual Report.

REPORTING PERIOD

This Report has been prepared for the period from 01 April 2025 to 31 March 2026, in line with our Company's financial reporting cycle ending on 31 March 2026. It also includes material developments and significant events occurring after the close of the reporting period and up to the date of approval by the Board of Directors, i.e., 14 May 2026.



FINANCIAL AND NON-FINANCIAL REPORTING

This report goes beyond traditional financial disclosures to present a comprehensive view of our Company's non-financial performance, key opportunities and risks, and the outcomes arising from engagement with its key stakeholders and the external environment.

MATERIALITY

The report focuses on issues, opportunities and risks that have a material impact on our economic, environmental, social, and governance performance, all of which influence our ability to operate as a sustainable business that consistently creates and preserves value for all stakeholders over the medium to long term.

ASSURANCE

Assurance on Company's financial statements has been provided by the Statutory Auditors, Walker Chandiok & Co LLP, Chartered Accountants. The Board's Report also includes the Secretarial Audit Report and the Certificate on Corporate Governance issued by M/s. SPG & Associates, Practising Company Secretaries, providing assurance on compliance with the applicable provisions of the Companies Act, 2013, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, and other applicable SEBI regulations. Company's internal controls and processes have been reviewed by the Internal Auditors, M/s. Vibhor Gupta & Associates, and cost records and related compliances have been audited by the Cost Auditors, M/s. Balwinder & Associates. In addition, Akums has obtained reasonable Assurance in core indicators and limited Assurance in essential (other than core indicators) and leadership indicators on its Business Responsibility and sustainability Report (BRSR)from BDO India Services Private Limited, further strengthening the credibility and reliability of its sustainability disclosures.

BOARDS APPROVAL

The Board acknowledges its responsibility for the integrity of this Annual Report. It emphasizes the management's evaluation of the efficacy of disclosure controls and procedures through an internal control framework and assessment. It also grants final approval for publication following the completion of the relevant auditing process.

REPORTING ON ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG METRICS)

This report extends beyond conventional financial reporting to encompass key ESG performance indicators. Comprehensive sustainability disclosures are integrated within the Strategic Review and the Integrated Report <IR> sections and are further aligned with the Global Reporting Initiative (GRI) Standards, reflecting Our Company's commitment to transparent and globally benchmarked sustainability reporting.



KEY STAKEHOLDERS

- Shareholders
- Clients
- Employees
- Suppliers
- Regulators
- Communities

OUR SIX CAPITALS

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social and Relationship Capital
- Natural Capital

OUR STRATEGIES

- **S1** CDMO Platform Deepening
- **S2** Complex Dosage & Capability Expansion
- **S3** Innovation-Led Product Pipeline
- **S4** Global Market & Export Enablement
- **S5** Sustainable & Responsible Manufacturing

OUR VALUES

- Governance and Integrity
- Respect
- Safety
- Sustainability



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Performance Review

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STATUTORY REPORTS

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INVESTOR INFORMATION

Market capitalization as of 31 March 2026	₹73,361 Million
CIN	L24239DL2004PLC125888
BSE Code	544222
NSE Code	AKUMS
Dividend Declared	₹ 1 per share - *Final Dividend* ₹ 2 per share - *Special Dividend*



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FINANCIAL STATEMENTS

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For more investor-related information, please visit:
https://www.akums.in/investors/



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CORPORATE INFORMATION

BOARD OF DIRECTORS

Sanjeev Jain
(Managing Director)

Sandeep Jain
(Managing Director)

Sanjay Sinha
(Whole Time Director)

Sunil Kumar Thakur
(Non-Executive Director)

Kewal Handa
(Independent Director)

Matangi Gowrishankar
(Independent Director)

Satwinder Singh
(Independent Director)

Anil Amin
(Independent Director
w.e.f. 04th June, 2025)

KEY MANAGERIAL PERSONNEL

Sumeet Sood
(Chief Financial Officer)

Dharamvir Malik
(Company Secretary
& Compliance Officer)

AUDIT COMMITTEE

Kewal Handa, Chairman
Sunil Kumar Thakur, Member
Matangi Gowrishankar, Member
Satwinder Singh, Member
Anil Amin, Member

NOMINATION & REMUNERATION COMMITTEE

Matangi Gowrishankar, Chairperson
Sunil Kumar Thakur, Member
Kewal Handa, Member
Satwinder Singh, Member

CORPORATE SOCIAL RESPONSIBILITY COMMITTEE

Sandeep Jain, Chairman
Sanjeev Jain, Member
Sunil Kumar Thakur, Member
Matangi Gowrishankar, Member

STAKEHOLDERS' RELATIONSHIP COMMITTEE

Satwinder Singh, Chairman
Sanjeev Jain, Member
Sandeep Jain, Member
Matangi Gowrishankar, Member

RISK MANAGEMENT COMMITTEE

Sanjeev Jain, Chairman
Sandeep Jain, Member
Kewal Handa, Member
Matangi Gowrishankar, Member
Anil Amin, Member
Sumeet Sood, Member

STATUTORY AUDITORS

Walker Chandiok & Co LLP

SECRETARIAL AUDITORS

M/s. SPG & Associates

INTERNAL AUDITORS

M/s. Vibhor Gupta & Associates

COST AUDITORS

M/s. Balwinder & Associates

MANAGEMENT AUDITORS

Ernst & Young LLP
Protiviti India Member Private Limited

BANKERS

State Bank of India
Citibank N.A.
HSBC Ltd
Standard Chartered Bank
HDFC Bank Ltd
YES Bank Ltd

REGISTERED OFFICE

304, Mohan Place, L.S.C., Block-C,
Saraswati Vihar, New Delhi – 110034

WEBSITE

www.akums.in

CIN

L24239DL2004PLC125888

CONTACT DETAILS

Phone: 011-69041000
E-mail: akumsho@akums.net



*For more details please refer **BRSR P1***

About Us!

WHERE MANUFACTURING CAPABILITY MEETS GLOBAL REACH

Established in 2004, **Akums** is India's largest Contract Development and Manufacturing Organisation (CDMO), with a manufacturing capacity of 50.6 Billion units of annual capacity and a strong focus on the domestic pharmaceutical market and a growing global presence. At Akums, we operate across the pharmaceutical value chain, delivering scalable, compliant and high-quality manufacturing solutions to leading pharmaceutical companies, while also operating in branded formulations and Active Pharmaceutical Ingredients (APIs).

Akums' core CDMO business is supported by ownership of intellectual property for several manufacturing processes and deep formulation with process expertise. Our Company operates 14 state-of-the-art manufacturing facilities across India, accredited by global regulatory authorities including WHO-GMP and EU-GMP. Since inception, Akums has commercialised 4,146 formulations across more than 60 dosage forms and serves 26 of the top 30 pharmaceutical companies in India.

Beyond CDMO, Akums has built a strong branded formulations and API presence across domestic and international markets. Backed by robust in-house R&D capabilities and a presence in over 70 countries, our Company continued to strengthen its platform through innovation, regulatory compliance and operational excellence, enabling it to deliver manufacturing capabilities at scale and serve as a trusted global pharmaceutical partner.

Our Vision

To become a globally admired Pharmaceutical Organisation by providing research based, affordable quality products for larger global population.

Our Mission

To dedicate ourselves for humanity's quest for longer, healthier and happier lives, through innovative healthcare products.

Our Values

Governance & Integrity: We are committed to conduct ourselves with uncompromising integrity, honesty and ethical standards in all of our operations and behaviour.

Safety: We are committed to conduct our business operations by practicing all safety norms and standards.

Respect: We are committed to create environment that encourages diverse perspectives and upholds the dignity of work and of individuals at all levels.

Sustainability: We are committed to the value for all our stakeholders in a manner that respects our natural environment and serves best interests of the communities in which we live and work.

OUR UNIQUE PROPOSITIONS

Largest CDMO Serving the Indian Pharmaceutical Industry

At Akums, we are the largest India-focused CDMO in terms of revenue, production capacity and clients served, offering a comprehensive range of pharmaceutical products and services with a cumulative formulations manufacturing capacity aggregating to 50.6 Billion units annually.

Diverse Client Base with Longstanding CDMO Relationships

Our CDMO client base comprises over 1,400 Indian and multinational pharmaceutical and wellness companies, reflecting sustained growth and long-standing partnerships across the industry.

Large and Rapidly Growing R&D Capabilities

Akums in-house product strategy and R&D teams conceptualise and develop new formulations aligned with emerging epidemiological trends, global product approvals and opportunities across pharmaceuticals, wellness and nutraceuticals.

Strategic Presence Across the Pharmaceutical Value Chain

We operate across the pharmaceutical value chain as a CDMO, marketer of formulations and manufacturer of APIs, providing multiple growth levers while mitigating inherent industry risks

22
Years of experience in pharmaceutical contract development and manufacturing

Largest
domestic CDMO player in India

4,146
Commercialised Formulations delivered since inception

Trusted Partner to 26 of the Top 30
Pharmaceutical Companies in India

For more details please refer to ***Section A of BRSR***



Numbers that Define our Potential

THE NUMBERS BEHIND OUR MOMENTUM

Financial Capital



₹ 44,877 Million
Total Income
7.6 %

₹ 5,220 Million
EBITDA
13.3 %

₹ 11,812 Million
Operating Cash Flow
154 %

₹ 2,564 Million
PAT

7.7% / 21.3%
ROE / ROCE

Manufactured Capital

14
Number of Manufacturing Plants

03
API Manufacturing Plants

11
CDMO Manufacturing Plants

24,000+
SKUs across Different Molecules



Intellectual Capital

₹ 1,397 Million
R&D Expenditure

3.2%
R&D Expenditure as % of Revenue

4
Number of R&D Facilities

370+
Number of Scientists

1,035 total & 65 during the year
DCGI Approvals (Cumulative / During the Year)

1,192 total & 169 during the year
FSSAI Approvals (Cumulative / During the Year)

14
Patents Granted in Total

230
Dossiers Filed during FY2025-26

Human Capital

18,010
Total Employees including workers

₹ 7,538 Million
Employee benefits expense



Social & Relationship Capital

₹ 26 Million
Total CSR Investment



1,700+
Total Customers Base

1,800+
Total Suppliers and Vendors

Natural Capital

56.69%
Reduction in Scope 1

30.69%
Share of renewable energy in total energy consumption

6.23%
Reduction in Water Consumed



Journey

A JOURNEY DEFINED BY GROWTH, SCALE AND GLOBAL IMPACT

"From India's largest domestic CDMO to Europe's newest manufacturing partner, creating this international approach meticulously by design."

2004

Akums was incorporated and commissioned its first oral solid dosage manufacturing facility in Uttarakhand, laying the foundation for its pharmaceutical manufacturing journey.

2007

Set up a dedicated manufacturing site for oral liquid formulations and sterile products in Uttarakhand, broadening dosage-form capabilities.

2009

Entered the nutraceutical segment with the establishment of a specialised manufacturing facility.

2010

- Operationalised dedicated facilities for hormones, cosmetics and dermatology products.
- Launched Akumentis Healthcare Limited, marking Akums' entry into the branded formulations space.

2011

Developed and commercialised bi-layered sustained-release tablet technology, reinforcing formulation innovation capabilities.

2012

Acquired Pure and Cure Healthcare Private Limited, enhancing manufacturing scale and operational depth.

2013

- Introduced tablet-in-tablet sustained-release technology, strengthening differentiated dosage offerings.
- Commissioned a dedicated facility for β-lactam anti-infectives and steroids.
- Expanded commercial presence into select African markets.

2015

- Extended footprint across Asian markets to support international growth ambitions.
- Established an R&D centre in Mumbai to support entry into regulated and complex markets.

2016

Maxcure Nutravedics Limited received US-NSF certification, reinforcing quality and compliance standards.

2019

Investment by Ruby QC Investment Holdings Private Limited, strengthening capital base and long-term growth orientation.

2021

- Acquired Parabolic Drugs, enabling entry into the Active Pharmaceutical Ingredients (API) segment.
- Acquired a manufacturing facility at Kotdwar, Uttarakhand through Akums Healthcare Limited, expanding physical capacity.

2022

Secured EU-GMP accreditations for two manufacturing facilities in Uttarakhand, enabling access to European markets.

2023

Acquired an additional manufacturing facility in Himachal Pradesh through Pure and Cure Healthcare Private Limited.

2024

Successfully completed an Initial Public Offering (IPO) and achieved listing on the NSE and BSE, marking a significant milestone in Akums' corporate evolution.

2025

Commenced operations at a new injectable manufacturing facility in Haridwar, strengthening sterile manufacturing capabilities.

2026

Entered into a Joint Venture with the Government of the Republic of Zambia for the establishment of a pharmaceutical manufacturing facility, marking a strategic step in Akums' global expansion and strengthening its presence in the African region.

Build | Strengthen | Accelerate

MESSAGE FROM THE MD'S DESK



Dear Shareholders,

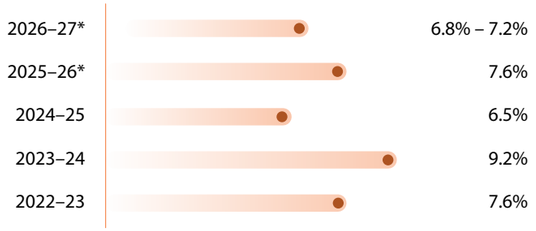
FY 2025–26 was a defining year in our journey — one that tested the strength of our capabilities and reaffirmed the clarity of our strategic direction. In an evolving industry landscape, the Company demonstrated resilience, focus and disciplined execution, reinforcing its position as a trusted manufacturing partner across markets. Operating in a dynamic environment, we focused on strengthening core capabilities and advancing our manufacturing platform, enabling us to build long-term growth, deepen customer trust and capitalise on emerging opportunities across domestic and global markets.

Macro-Economic Performance

As we reflect on the broader macroeconomic landscape, the global economy continued to navigate a period of uncertainty shaped by geopolitical developments and evolving trade realignments. While volatility persisted, global growth is projected at around 3.3% in CY 2026, signalling measured resilience. Encouragingly, inflationary pressures have begun to moderate, with headline inflation expected to ease from 4.1% in CY 2025 to 3.8% in CY 2026. These trends, supported by stabilising financial conditions and policy responsiveness, indicate gradual normalisation across major economies.

Against this backdrop, India's economic momentum remains strong and structurally anchored. The economy is projected to grow at 7.4% in FY 2025-26, underscoring its position among the fastest-growing major economies. Industrial activity has strengthened, supported by improving capacity utilisation and infrastructure-led investments, while manufacturing growth has accelerated, reflecting sustained recovery and deeper structural transformation. The long-term vision of Viksit Bharat—to transform India into a USD 30–40 trillion economy by CY 2047—strengthens conviction in the nation's growth trajectory and underscores a sustained commitment to inclusive, innovation-driven and sustainable development.

GDP Growth (At Constant Prices, in %)

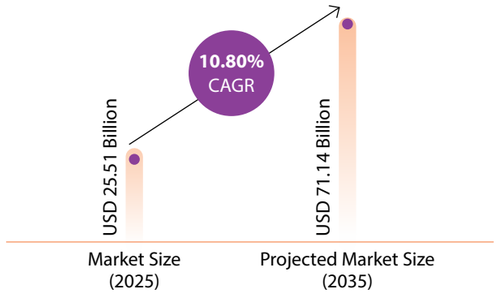


> As India advances toward its vision of Viksit Bharat, we believe the pharmaceutical industry stands at the heart of this transformation.

Industry Landscape

As India advances toward its vision of Viksit Bharat, we believe the pharmaceutical industry stands at the heart of this transformation. With a current market size of nearly USD 55 Billion in CY 2025 and an expected expansion to around USD 120–130 Billion by CY 2030, the sector reflects both scale and structural strength. This growth is powered by India's proven manufacturing depth, an increasingly innovation-led ecosystem and a rapidly expanding global footprint. Government initiatives such as the Production Linked Incentive (PLI) scheme further reinforce confidence, strengthening domestic capabilities and enhancing long-term competitiveness.

Equally important is the accelerating shift toward the CDMO segment, which we see as a defining structural evolution for the industry. As global pharmaceutical companies diversify supply chains and outsource complex development and manufacturing mandates, India's cost efficiency, regulatory credibility and scientific talent position it favourably. The CDMO market in India is projected to reach approximately USD 15.4 Billion by CY 2033, growing at a CAGR of 7.7%.



Performance Highlights

FY 2025-26 reflected the resilience of our diversified business model and the strength of our manufacturing-led platform despite a challenging operating environment marked by API price erosion and muted industry growth during the year under review

During the year under review, consolidated revenue increased by 5.8% year-on-year to ₹43,590 Million, while Adjusted EBITDA grew by 13.3% to ₹5,220 Million with margins improving to 43%. Adjusted Profit After Tax increased by 27.3% year-on-year to ₹2,760 Million, reflecting improved operational efficiency, better capacity utilisation and focused cost optimisation initiatives.

The CDMO business remained the key growth driver during the year, contributing nearly 80% of overall revenues. CDMO revenues increased by 8.6% year-on-year to ₹34,852 Million, supported by robust double-digit volume growth, deeper customer engagement and improved utilisation across facilities.

The Domestic Branded Formulations business delivered stable growth with improved profitability driven by portfolio optimisation and enhanced field-force productivity. The International Branded Formulations segment maintained stable revenues while reporting healthy margin expansion through calibrated market strategies.

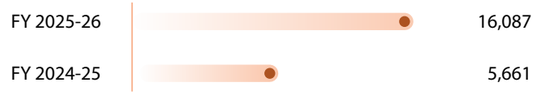
The Trade Generics business witnessed a significant operational turnaround and turned EBITDA positive during Q4 FY 2025-26, while the API business showed early signs of stabilisation supported by cost optimisation measures, yield improvements and increasing focus on regulated markets.

Importantly, the Company maintained a strong financial position during the year, with cash and cash equivalents standing at ₹16,817 Million as on March 31, 2026. Supported by a healthy balance sheet, improving profitability trajectory and strong momentum in the CDMO business, we remain confident of sustaining long-term growth and creating enduring value for all stakeholders.

To enhance profitability, we are sharpening our product mix toward higher-margin formulations, improving capacity utilisation across key facilities and driving focused cost optimisation initiatives across procurement and operations. In parallel, we continue to rationalise the Trade Generics portfolio and recalibrate our API exposure to strengthen segment economics.

Importantly, robust cash flows during FY 2025-26 strengthened our balance sheet, augmenting our net cash position to over ₹16,087 Million. This financial flexibility enables us to pursue both organic and inorganic growth opportunities as we continue to reinforce our leadership in the CDMO business and drive long-term shareholder value.

Net Cash Position (₹ Million)



International Expansion Strategy

With a clear and purposeful focus on expanding our global footprint, we continue to strengthen our presence across both regulated and emerging markets through a disciplined, compliance-led strategy. Our manufacturing depth, regulatory capabilities and diversified portfolio position us to build enduring international partnerships while progressively scaling exports across key geographies.

We aim particularly pleased to highlight a defining milestone in this journey — our strategic partnership with the Government of the Republic of Zambia. Through a joint venture in which Akums will hold a 51% stake, we will establish a multi-dosage pharmaceutical manufacturing facility in Lusaka, expected to commence operations in CY 2028. With an estimated investment of USD 45 Million, the facility will manufacture tablets, capsules, liquids, injectables and topical formulations across critical therapeutic areas. In the interim, we plan to supply medicines worth approximately USD 50 Million from India over the next two years. With Zambia's pharmaceutical market projected to exceed USD 300 Million by CY 2030, this initiative strengthens our African footprint while advancing access to essential medicines.

In parallel, our European CDMO expansion is progressing steadily, supported by a successful EU GMP audit, initial commercial supplies of Dapagliflozin tablets to Switzerland and a robust pipeline of 10+ dossiers for Europe — reinforcing our commitment to sustainable, high-quality global growth.

Export Revenue

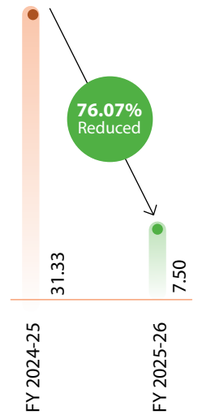


Enhanced Focus towards ESG

Our commitment to environmental stewardship and long-term value creation is anchored in a disciplined and foundational approach to sustainability. During the year, we advanced initiatives in energy management, water conservation and waste optimisation, strengthened internal data systems and enhanced performance reviews across facilities to align our operations with long-term transition goals. Through transparent disclosures on waste, air and energy metrics and the implementation of advanced pollution-control technologies, we have achieved sustained control over SOx emissions — reinforcing our position as a responsible and benchmark pharmaceutical manufacturer. Our continued leadership in waste efficiency further underscores this commitment.

At Akums, sustainability extends beyond environmental responsibility. Guided by integrated thinking, we have embedded social impact into our operational framework through initiatives such as DISHA and Clean Ganga, while advancing our 'Zero Harm' philosophy. We continue to prioritise employee well-being, capability development, safety and transparent governance, ensuring that our growth as India's leading CDMO remains inclusive, compliant and future-ready. This holistic approach strengthens stakeholder trust and enables us to create enduring, multi-capital value.

SOx Emissions (Tonne/annum)



*For more details please refer to **Section B Q7 of BRSR***

Way Forward

As we look ahead, we remain optimistic about the long-term growth prospects of our business and the broader pharmaceutical industry. While near-term volatility in API pricing and global demand patterns may persist, the structural drivers of growth — increasing outsourcing, demand for complex formulations, supply chain diversification and expanding healthcare access — remain firmly intact.

Our focus will be on strengthening our leadership in the CDMO segment through improved capacity utilisation, superior product mix and continued investment in compliance and quality systems. We will also accelerate the scale-up of our Domestic and International Branded Formulations businesses, supported by portfolio optimisation and deeper market penetration. The Zambia joint venture and our expanding European footprint mark important milestones in building a diversified global revenue base.

With disciplined execution and a clear strategic roadmap, we remain committed to enhancing margins, improving operating leverage and delivering sustainable long-term value to our stakeholders.

Vote of Thanks

We would like to express our sincere gratitude to our shareholders for their continued trust and confidence in our vision. Our also extend we appreciation to our Board of Directors for their guidance and strategic oversight and to our employees for their dedication, resilience and unwavering commitment to excellence.

Our thanks are equally due to our customers, business partners, suppliers and regulatory authorities for their enduring support and collaboration. As we move forward, it is this collective strength and shared purpose that will continue to drive our growth journey and reinforce our commitment to creating sustainable long-term value for all stakeholders.

Warm regards,

Sanjeev Jain
Managing Director

Sandeep Jain
Managing Director

NEXT-GEN LEADERS' COMMUNIQUE



Resilience and strategic clarity defined our journey in FY 2025-26. In a year marked by evolving industry dynamics and pricing pressures in select segments, we remained steadfast in strengthening our CDMO leadership, advancing global market access and enhancing operational efficiency. The progress achieved in regulated markets, coupled with improving volume momentum and facility ramp-up, reflects the strength of our integrated platform and disciplined execution.

OVERVIEW ON SEGMENTAL PERFORMANCE

The year under review, was marked by a phased recovery in operating performance, with the first half reflecting margin pressures from API price softness and slower ramp-up of new facilities, followed by stronger momentum in the latter part of the year driven by improved volumes, higher capacity utilisation and operating leverage.

The CDMO segment remained the principal growth driver. Despite pricing pressures in APIs during the early part of the year, the segment witnessed strong double-digit volume growth, improved plant utilisation and better product mix, supporting sequential margin recovery and enhanced operating leverage.

The domestic branded formulations business delivered steady performance during the year, supported by portfolio expansion and improved field productivity. Revenue momentum remained stable, with the segment continuing to generate consistent margins and cash flows across core therapy areas. While the international branded formulations business experienced demand moderation in the early phase of the year, followed by a strong recovery as export markets normalised. Improved traction across focuses geographies supported revenue growth and margin expansion in the latter half.

The API segment continued to face pricing softness across key molecules during the year. However, signs of stabilisation emerged in select products, while portfolio rationalisation and disciplined cost management helped contain losses and improve overall segment performance. The trade generics business remained under strategic rationalisation, with a focused approach towards pruning low-margin SKUs and strengthening cost controls.

OPERATING ENVIRONMENT

FY 2025–26 was characterised by a steady yet evolving operating landscape for the pharmaceutical industry. Globally, the pharma market continued to expand, supported by rising healthcare spending, chronic disease prevalence and increasing demand for affordable generics. At the same time, pricing pressures in select API molecules and heightened regulatory expectations influenced margin dynamics across the sector.

The CDMO market remained structurally strong, driven by sustained outsourcing by innovator and generic companies seeking cost efficiency, speed-to-market and supply chain diversification. Global clients continued to deepen partnerships with integrated manufacturing platforms offering multi-dosage capabilities and regulatory-ready infrastructure.

In India, supportive manufacturing policies and expanding export opportunities further strengthened the country's position as a preferred pharmaceutical and CDMO hub. Against this backdrop, demand for contract manufacturing services remained resilient, while disciplined cost management and capacity optimisation became critical levers for sustaining profitability.

OUR KEY STRATEGIES

In FY 2025–26, we advanced our strategic priorities with clarity and discipline, strengthening the foundations of our integrated CDMO platform while building capabilities for the next phase of growth. Our focus remained on scaling high-value opportunities, expanding complex and differentiated offerings, accelerating innovation-led development and deepening our global market footprint. At the same time, we continued to embed responsible and sustainable manufacturing practices across our operations. Together, these strategic pillars reinforce our commitment to delivering resilient growth, operational excellence and long-term value creation.

Strategic Roadmap

- CDMO Platform Deepening
- Complex Dosage & Capability Expansion
- Innovation-Led Product Pipeline
- Global Market & Export Enablement
- Sustainable & Responsible Manufacturing

EUROPE – FOCUSED APPROACH TO DRIVE THE NEXT LEG OF GROWTH

Europe represents a strategic growth frontier for Akums as we deepen our presence in regulated markets. Our approach is anchored in securing regulatory approvals, strengthening dossier filings and building long-term CDMO partnerships aligned with European quality and compliance standards. With EU-GMP accredited facilities and a structured pipeline for regulated market products, we are positioning Europe as a key driver of scalable, high-value and sustainable growth in the years ahead.

TECHNOLOGY, DIFFERENTIATION & VALUE

During the year, we strengthened our technology backbone by scaling complex dosage capabilities, commercialising differentiated formulations and accelerating regulatory filings in regulated markets. Improved digital integration across manufacturing and enhanced process controls supported better capacity utilisation and operating leverage.

These initiatives have enabled sharper portfolio differentiation, deeper client engagement and improved margin resilience. By combining technology-led execution with innovation-driven development, we continue to create sustainable value through higher realisation products and stronger competitive positioning.

ADVANCING WITH PURPOSE

As we move forward, our focus remains on scaling our integrated CDMO platform, expanding complex and regulated market capabilities, and strengthening global partnerships. We aim to enhance capacity utilisation, deepen innovation-led development and drive sustainable margin expansion. With disciplined capital allocation and operational excellence, we are positioning Akums for the next phase of resilient and globally competitive growth. We are also focusing towards transforming Akums into a globally recognised, innovation-driven pharmaceutical platform. Through expansion in regulated markets, strengthening of high-value CDMO capabilities, investments in R&D, digital transformation and operational excellence.

CLOSING NOTE

FY 2025–26 reaffirmed the strength of our integrated model and the resilience of our execution capabilities. As we advance with clarity and conviction, we remain committed to delivering sustainable growth, operational discipline and long-term value for all our stakeholders.

Warm regards,

Ms. Arushi Jain

Mr. Kanishk Jain

Our Global Presence

DELIVERING EXCELLENCE ACROSS BORDERS

10

No. of Regions Served by Akums

72

No. of global markets served by Akums

Strategic International Alliances & Joint Ventures with

Govt. of Zambia for a manufacturing facility

Philippines, Myanmar, Vietnam, Uganda, Kenya

Top five international markets by revenue

New Market Entry

Europe, UK & Switzerland



1. Afghanistan
2. Benin
3. Bhutan
4. Botswana
5. Burkina Faso
6. Burundi
7. Cambodia
8. Cameroon
9. Canada
10. Costa Rica
11. Czech Republic
12. Dominican Republic
13. Ecuador
14. El Salvador
15. Estonia
16. Ethiopia
17. France
18. Georgia
19. Germany
20. Ghana
21. Guatemala
22. Guinea Conakry
23. Guyana
24. Honduras
25. Indonesia
26. Iraq
27. Italy
28. Ivory Coast
29. Jamaica
30. Kazakhstan
31. Kenya
32. Kyrgyzstan
33. Latvia
34. Libya
35. Lithuania
36. Madagascar
37. Malawi
38. Malaysia
39. Mali
40. Mauritania
41. Mexico
42. Mongolia
43. Mozambique
44. Myanmar
45. Namibia
46. Nepal
47. Nicaragua
48. Nigeria
49. Oman
50. Panama
51. Peru
52. Philippines
53. Poland
54. Rwanda
55. Senegal
56. Slovakia
57. Spain
58. Sri Lanka
59. Switzerland
60. Tajikistan
61. Tanzania
62. Thailand
63. Turkmenistan
64. Uganda
65. UK
66. USA
67. Uzbekistan
68. Venezuela
69. Vietnam
70. Yemen
71. Zambia
72. Zimbabwe

For more details please refer ***Section A Q19 of BRSR***

VALUE CREATION MODEL

Inputs

Financial Capital
Pool of monetary resources
Capital employed: **₹ 34,041Million**
Equity: **₹ 306 Million**
Net worth: **₹ 33,311 Million**

Manufactured Capital
Total manufacturing facilities: **14**
Manufacturing plants (CDMO):**11**
Manufacturing plants (API): **3**
Total manufacturing capacity: **50.6 Billion units**

Intellectual Capital
R&D facilities: **4**
Spent on R&D and capex : **1.58%**
Scientists: **370+**

Human Capital
Empowered people driving enduring business value
Total workforce: **18,010**
Total employees Cost: **₹ 7,538 Million**
Total grievances received from workforce: **8**
Total employees: **6,455**

Social and Relationship Capital
Deepening stakeholder trust through responsible and inclusive partnerships
Total CSR investment: **₹ 26 Million**

Natural Capital
Responsibilities towards conserving the natural resources
Total energy consumed: **10,96,245.52 GJ**
Total water consumed: **10,30,757.57 KL**
Total waste generated: **9,204.67 MT**
Total scope 1 & scope 2 emissions: **1,37,947.35 MT CO2e**

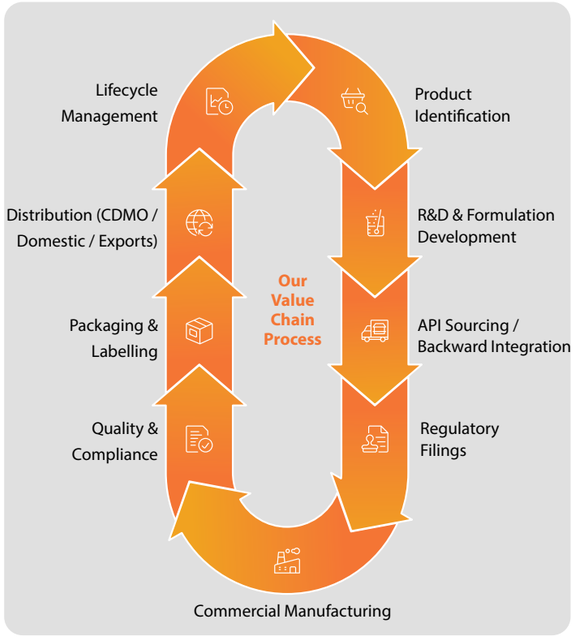
Value Creation Process

Business Verticals
- CDMO
- Domestic Branded Formulations
- International Branded Formulations
- API
- Trade Generics

Strategic Imperatives
- S1 Complex Dosage & Capability Expansion
- S2 Innovation-Led Product Pipeline
- S3 Global Market & Export Enablement
- S4 Sustainable & Responsible Manufacturing Strategies of Akums

Our Vision
To become a globally admired Pharmaceutical Organisation by providing research based, affordable quality products for larger global population.

Our Mission
To dedicate ourselves for humanity's quest for longer, healthier and happier lives, through innovative healthcare products.



Output

Total income: **₹ 44,877 Million** EBITDA: **₹ 5,220 Million** PAT: **₹ 2,564 Million** Basic EPS: **₹ 16.67** ROE: **7.7%**
Dosages manufactured: **22 Billion+ units** CDMO manufacturing capacity – **50.6 Billion** API manufacturing capacity – **737.38 MT** Across different molecules – **24,000+ SKUs**
1035 cumulative DCGI approvals & **65** DCGI approvals during the year **1192** cumulative & **169** during the year FSSAI Approvals **129** overall patent filed and active)
Employee trained during the year: **100%** Women workforce: **24.01%** Retention rate of Permanent employees: **80.95%** Revenue per employee: **₹ 3.24 Million** LTFIR: **1.23**
Number of complaints resolved during the year: **915** Directly sourced from MSMEs producers: **37.01%**
Share of renewable energy in total consumption: **30.69%** Enhanced proximity measurement measures to ESZ

Outcome

- Strengthened cash flows and capital efficiency
- Improved return ratios and balance sheet resilience
- Enhanced long-term shareholder value

- Higher capacity utilisation and operational efficiency
- Reduced emissions and improved resource productivity
- Improved regulatory readiness across EU-GMP and global standards
- Higher asset turnover and plant-level productivity
- Reduced downtime through preventive and digital maintenance systems

- Stronger innovation capability and differentiated product pipeline
- Competitive positioning in CDMO and branded business
- Expanded complex and sterile manufacturing capabilities

- Improved employee engagement and retention
- Enhanced workplace inclusivity
- Stronger employee capability and performance through widespread training coverage
- Higher workforce productivity and operational accountability
- Reduced incident rates through strengthened safety systems

- Deepened partnerships with leading pharma companies
- Enhanced regulatory credibility and stakeholder trust
- Stronger supplier ecosystem and value-chain stability
- Increased client retention and repeat business visibility
- Enhanced community impact through CSR initiatives

- Reduced environmental footprint and carbon risk
- Stronger environmental compliance and ESG credibility
- Increased renewable energy utilisation across manufacturing sites
- Strengthened groundwater recharge through rainwater harvesting

SDG Impacted

Our Business Segment

A PORTFOLIO BUILT FOR PERFORMANCE

A diversified, integrated segment framework underpins our business, reflecting the strength and scalability of our pharmaceutical platform. Operating across CDMO, Domestic & International Branded Formulations, APIs and Trade Generics, each segment serves distinct customer needs while leveraging shared manufacturing expertise, R&D capabilities and robust quality systems to support consistent performance and sustainable growth across domestic & global markets.

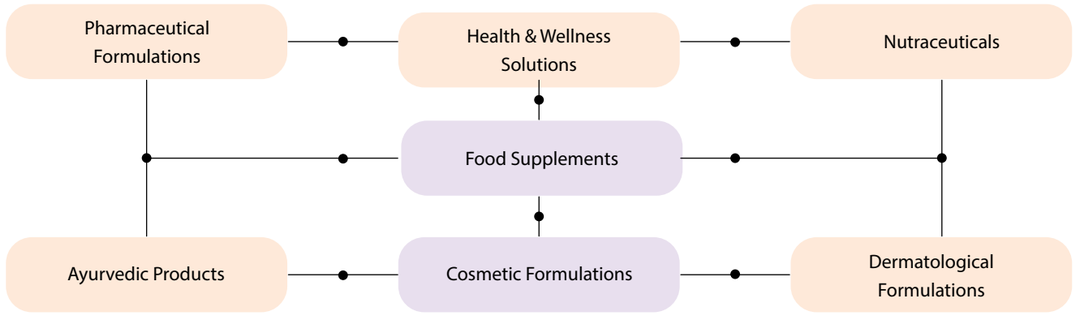
CDMO BUSINESS

The CDMO segment serves as the backbone of our operating platform, reflecting the depth, scale and versatility of Akums' manufacturing capabilities. Through this segment, we deliver comprehensive, end-to-end solutions spanning formulation and analytical R&D, regulatory dossier preparation and filings across domestic and international markets, contract manufacturing and testing services, as well as formulation development across pharmaceuticals, wellness, nutraceuticals and cosmetics.

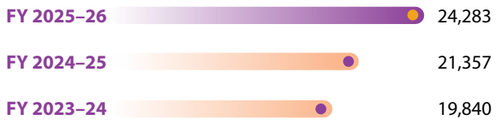
Complementing these capabilities, our subsidiary Maxcure Nutravedics specialises in manufacturing an extensive portfolio of health and wellness solutions, including nutraceuticals, food supplements and Ayurvedic products, catering to the rising demand in India and global markets. We also manufacture a broad spectrum of cosmetic and dermatological formulations, reinforcing our technical expertise and expanding our presence across these high-growth categories.



Key offerings



CDMO SKUs



11
state-of-the-art facilities serving CDMO segment

60
diversified dosage forms

4,146
commercialised formulations

1,035
DCGI approved formulations

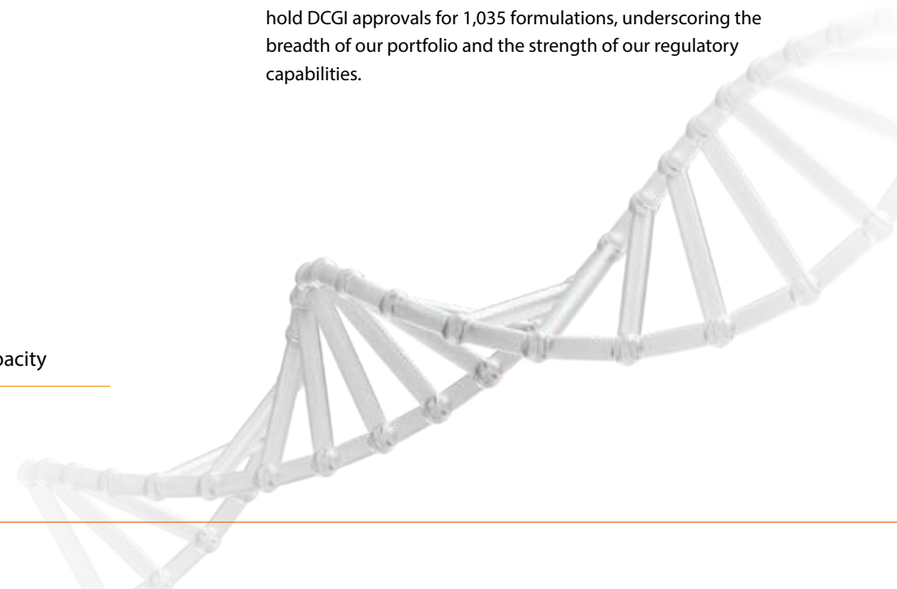
50.6 Billion units
Total annual manufacturing capacity

Engineering CDMO Excellence

Our manufacturing footprint spans 11 state-of-the-art facilities, with an aggregate production capacity of DRHP, enabling Akums to deliver over 60 diversified dosage forms. These include tablets, hard and soft gelatin capsules, liquid orals, sachets, vials, ampoules, form-fill-seal products, topical preparations, eye drops, dry powder injections and gummies, among others.

This extensive capability allows us to cater to a broad spectrum of therapeutic areas, including analgesics, anti-diabetics, anti-infectives, gastro-intestinal, gynaecology, respiratory, neurology and cardiovascular segments, reinforcing our ability to address diverse and evolving healthcare needs.

All facilities operate in compliance with stringent global regulatory standards. Through this integrated platform, we currently manufacture 4,146 commercialised formulations and hold DCGI approvals for 1,035 formulations, underscoring the breadth of our portfolio and the strength of our regulatory capabilities.



Comprehensive dosage form capabilities:

Oral Solids
- Tablets
- Hard Gelatin Capsules
- Soft Gelatin Capsules
- Sachets
- Rotacaps

Oral Liquids
- Liquid Orals

Injectables (Sterile)
- Vials
- Ampoules
- Form-Fill-Seal (FFS)
- Dry Powder Injections
- Lyophilized

Topical & Ophthalmic
- Topical Preparations
- Eye Drops

Nutraceutical & Specialty
- Gummies

Our manufacturing process

Oral Solids (Tablets & Capsules)

Raw Material Dispensing
- Granulation
- Drying
- Compression / Capsule Filling
- Coating
- In-Process Quality Checks
- Final Quality Control
- Packaging

Topicals

Base / Ointment Preparation
- Bulk Mixing
- Homogenisation
- In-Process Quality Testing
- Filling
- Final Packagin

Oral Liquids

Raw Material Preparation
- Sugar Syrup Preparation
- Batch Manufacturing
- Filtration
- In-Process Quality Testing
- Final Quality Check
- Filling & Packaging

Injectables

Raw Material Preparation
- Bulk Solution Preparation (Sterile Area)
- Filtration / Sterilisation
- Filling (Vials / Ampoules / FFS)
- Sealing
- Quality Control Testing
- Final Packaging

Performance highlight of CDMO Segment

During FY26, the CDMO segment remained the primary revenue driver, contributing approximately 80% of consolidated revenue, up from ~78% in FY25. Despite a challenging environment marked by subdued industry volumes and continued softness in API pricing, the segment delivered steady growth through the year, our Company recorded strong double-digit volume expansion driven by broad-based demand from existing customers across therapies and channels.

CDMO revenues for FY26 stood at ₹34,852 Million, reflecting a growth of 8.6% over ₹32,079 Million in FY25. EBITDA reached ₹4,670 Million, registering an increase of 2.9% compared to ₹4,539 Million in FY25. EBITDA margin stood at 13.4% in FY26 as against 14.1% in FY25, with the compression of 75 basis points attributable to negative operating leverage during the year and a faster ramp-up of the base portfolio relative to the niche portfolio, which weighed on product mix.

₹34,852 Million
revenue from CDMO Segment

₹4,770 Million
EBITDA CDMO Segment

CDMO Revenue Contribution (%)

FY 2025–26	80.0%
FY 2024–25	77.9%
FY 2023–24	78.2

R&D and Innovation

Innovation is central to the strength of our CDMO segment. Supported by four dedicated R&D centres in Haridwar, Mumbai and Barwala, we focus on formulation development, optimisation and regulatory advancement for domestic and international markets. Our product strategy team conceptualises differentiated formulations aligned with emerging trends, with each product undergoing rigorous evaluation, scale-up validation and regulatory clearance before commercialisation.

Way Forward

Looking ahead, we believe the CDMO segment remains well positioned to benefit from increasing global outsourcing, rising demand for complex generics and expansion into regulated markets. Over the long term, this segment continues to play a central role in value creation for our Company, providing scalability, predictable cash flows and a strong foundation for sustainable growth.



BRANDED AND GENERIC FORMULATIONS BUSINESS

Anchored in our deep formulation expertise, the Branded and Generic Formulations business strengthens our presence across domestic and international markets. Through a diversified portfolio spanning key therapeutic areas such as gynaecology, cardiology, orthopaedics, paediatrics and dermatology, we address evolving market needs while leveraging our manufacturing scale. This segment enhances market reach, reinforces brand visibility and contributes to a balanced and resilient business model.

The branded generics segment grew modestly by 2.9%, impacted by regulatory changes and field force attrition, while the hospital segment delivered strong 16% growth, reflecting effective institutional strategy. Overall, improved revenue quality and a stabilising field force the business for more sustainable growth ahead.

Domestic Branded Formulations

A strong pillar of our branded formulations presence, Akumentis anchors our domestic business across key therapeutic areas including gynaecology, cardiology, orthopaedics, paediatrics and dermatology. Backed by a portfolio of over 167 brands distributed across India, we address diverse patient needs through differentiated, quality-driven products. Our strategic focus on chronic and sub-chronic therapies supports sustained demand, strengthens brand equity and provides stable revenue visibility over the long term.

Driving Value Through Forward Integration

Akumentis Healthcare Limited enables forward integration into the domestic formulations market, enhancing value capture beyond CDMO operations. It supports a differentiated portfolio in chronic and specialty therapies, improving margins and diversifying revenues.

Leveraging R&D, manufacturing and regulatory synergies, the business drives faster commercialisation, with ongoing investments in branding, field force and distribution strengthening long-term competitiveness.

1,532 personnel
Sales force

Strategic Positioning of Branded Generics Segment

Structural growth opportunity driven by rising chronic diseases, increasing healthcare access and higher insurance penetration

Strategically complements CDMO operations, enabling forward integration and enhanced value capture across the pharmaceutical value chain

Highly competitive and execution-intensive landscape, requiring sustained investments in field force expansion, brand building and distribution networks

Margin headwinds from pricing pressures, regulatory interventions and higher working capital requirements

Focused on calibrated investments and portfolio optimisation to drive sustainable medium- to long-term growth

167
brands distributed across India



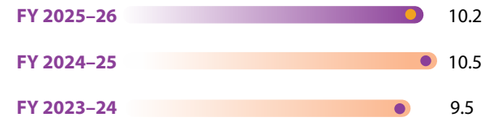
Performance Highlights

The Domestic Branded Formulations business, operated under the Akumentis brand, delivered steady progress in FY26, with the year's strategy firmly oriented towards profitability improvement over top-line acceleration. Revenues for FY26 stood at ₹4,463 Million, reflecting a modest growth of 2.9% over ₹4,336 Million in FY25. The segment contributed approximately 10.2% of consolidated revenue during the year.

While top-line growth remained subdued — reflecting a deliberate decision to limit price hikes — the business delivered meaningful margin expansion. EBITDA for FY26 grew by 17% to ₹898 Million from ₹767 Million in FY25, with EBITDA margins improving significantly to 20.1% from 17.7% in FY25, an expansion of 242 basis points. This margin improvement was driven by tighter overhead control, debtor and inventory rationalisation, and improved field force productivity.

₹ 4,463 Million
revenue from domestic branded formulations

Domestic branded formulations Revenue Contribution (%)



R&D and Innovation

Supporting this international expansion is our R&D centre at Mahape MIDC, Navi Mumbai, which focuses on product development tailored for regulated and global markets. The centre plays a critical role in advancing formulation capabilities across diverse dosage forms, including tablets, capsules, injectables, ophthalmics and soft gelatin capsules, strengthening our ability to compete effectively in international markets.

₹ 898 Million
EBITDA domestic branded formulations

International Branded Formulations

Expanding our global footprint, we export branded formulations across multiple international markets, addressing key therapeutic areas such as anti-infectives, cardiology, gynaecology, pain management and gastroenterology. Our go-to-market approach combines established distributor partnerships with our own dedicated salesforce, enabling deeper market penetration and sustained customer engagement across geographies.



Exporting to
72 countries

Performance Highlight

The International Branded Formulations segment had a challenging year in FY26, impacted by market-specific disruptions across its focus geographies. Revenue for FY26 stood at ₹1,435 Million, reflecting a marginal growth of 0.6% over ₹1,426 Million in FY25. The segment contributed approximately 3.3% of consolidated revenue during the year. Despite the muted top-line performance, the segment delivered a strong improvement in profitability. EBITDA grew by 32.3% to ₹365 Million in FY26 from ₹276 Million in FY25, with EBITDA margins expanding significantly to 25.4% from 19.3% in FY25 — an improvement of 609 basis points.

₹ 1,435 Million
revenue from international branded formulations

₹ 365 Million
EBITDA international branded formulations

Expanding Global Footprint in Regulated Markets

Transitioning from **semi-regulated ROW markets to regulated geographies,** including Europe, Mexico, Brazil, UK, Thailand, Malaysia and key MENA markets such as Saudi Arabia and UAE

EU approvals for facilities have strengthened credibility and enabled entry into high-value regulated markets

Leveraging strengths in **product development and cost-efficient manufacturing** to offer differentiated capabilities to global partners

Key growth drivers include expansion into larger regulated markets, a strong and diversified portfolio, and global manufacturing collaborations

Focus on **timely development of 'yet-to-patent-off' products,** creating strong licensing opportunities

Offers a **wide range of dosage forms** including OSDs, hormones, injectables and ophthalmics, enhancing partner attractiveness

Advancing global expansion through ~5 EU GMP-certified plants by FY 2027-28, supported by ongoing dossier filings, initial dispatches and increasing momentum in Southeast Asia and Africa.

EU GMP status enables faster and smoother entry into multiple regulated markets, accelerating global expansion trajectory

Trade Generics

Beyond our branded portfolio, we also offer a broad range of trade generics across key therapeutic segments, including anti-infectives, pain management, gastroenterology, orthopaedics, cardio-diabetic care, critical care, respiratory and gynaecology. Distributed extensively across India, these products enhance our market penetration and complement our branded strategy. The sustained momentum in both trade generics is underpinned by a strict regulatory compliance and a well-established distribution network that supports scalable and consistent growth.

₹ 996 Million
revenue from trade generics

₹ (101) Million
EBITDA trade generics

Performance Highlight

Trade Generics revenue stood at ₹996 Million, reflecting a decline of 13.2% compared to ₹1,148 Million in FY25. The revenue contraction was deliberate and strategic, as the Company consciously scaled down operations in loss-making pockets to prioritise profitability over top-line growth. The segment contributed 2.3% of consolidated revenue in FY26, down from approximately 2.8% in FY25.

Notwithstanding the top-line decline, the segment delivered a substantial improvement in profitability. Full year EBITDA losses narrowed significantly to ₹(101) Million in FY26 from ₹(282) Million in FY25 — an improvement of ₹181 Million or 64.1% — driven by sustained cost reduction, overhead rationalisation, and disciplined portfolio management.

Trade Generic Revenue Contribution (%)

FY 2025–26	2.3
FY 2024–25	2.8
FY 2023–24	4.2

ACTIVE PHARMACEUTICAL INGREDIENT (API) BUSINESS

Our entry into the API business has strengthened vertical integration, supported by three advanced manufacturing facilities across Punjab and Haryana following the acquisition of Parabolic Drugs in 2021. The division focuses on key starting materials, intermediates and APIs across critical therapeutic categories, backed by strong quality systems and advanced analytical capabilities.

We are sharpening our API strategy by retaining API manufacturing as a backward integration platform for our high-margin CDMO business while selectively scaling down low-margin commodity APIs. With European regulatory audits completed and CEP filings initiated for key molecules, we are strengthening our presence in regulated markets and advancing towards higher-value opportunities.

API Business: Resilience Amid Pricing Pressures

- **Volume growth sustained**, but margins impacted by 20–30% global API price decline due to Chinese overcapacity and aggressive pricing
- **Export and domestic realisations remained under pressure** through Q3 FY26, compressing profitability
- **Operational efficiencies improved** through debottlenecking and higher capacity utilisation
- **~30% manufacturing cost optimisation achieved,** strengthening cost competitiveness
- **European regulatory audits completed**, enabling future entry into regulated markets
- **Backward integration strengthens CDMO model,** ensuring supply security, cost control and faster product development

API Revenue contribution (%)

FY 2025–26	4.2
FY 2024–25	5.3
FY 2023–24	5.1

API Manufacturing Excellence

Our API portfolio includes 20 Drug Master Files (DMFs) and over 15 active APIs spanning beta-lactams and general categories, reflecting strong product depth and quality standards. Our manufacturing expertise covers diverse chemistries, including beta-lactams, heterocyclic, carbohydrate, steroidal and stereochemical processes.

Dera Bassi, Punjab:

Dedicated to beta-lactam production, this facility comprises six production blocks. It is equipped to undertake complex multi-step synthesis processes to meet growing demand for beta-lactam APIs.

Lalru, Punjab:

Designed for the synthesis of diverse APIs across multiple therapeutic areas, this unit operates three production blocks.

Barwala, Haryana:

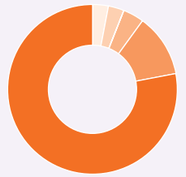
A specialised small-volume, high-potency API facility. It includes a kilo-lab scale pilot plant and focuses on high-potency APIs requiring advanced technical expertise.

₹ 1,844 Million
revenue from API Business

₹ (401) Million
EBITDA from API Business

Segment Break-up (by Revenue)

Share in FY26 Revenue (%)



CDMO	80.0%
Domestic Branded Formulation	10.2%
API	4.2%
International Branded Formulation	3.3%
Trade Generics	2.3%



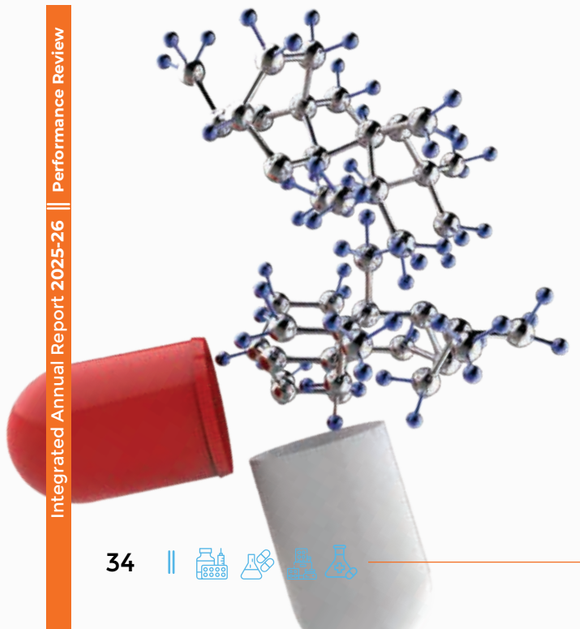
Operating Environment

THE INDUSTRY LANDSCAPE SHAPING OUR GROWTH

Akums operate at the confluence of four powerful structural forces reshaping the global and domestic pharmaceutical landscape. The operating environment characterised by accelerating outsourcing, rising complexity in drug delivery, sustained policy enablement and expanding healthcare consumption creates a broad, durable and compounding market opportunity. The following section articulates each structural driver and the specific way Akums is positioned to capture value from it.

STRUCTURAL SHIFT TOWARDS OUTSOURCING

The global pharmaceutical industry is undergoing a fundamental transformation in its operating model. Rising R&D costs, increasing regulatory complexity, evolving dosage formats and intensifying generics competition are compelling pharmaceutical companies to reallocate capital more strategically. As innovators increasingly prioritise discovery, portfolio expansion and brand building, manufacturing is being entrusted to specialised Contract Development and Manufacturing Organisations (CDMOs) with the scale, regulatory depth and technical capabilities required to deliver efficiency and reliability.



Akums Take >>>

We are strategically aligned with this structural shift towards pharmaceutical outsourcing. As India's largest CDMO by revenue, we manufacture for virtually every top-10 pharmaceutical brand in the domestic market and operate 14 manufacturing facilities across Haridwar, Derabassi, Lalru, Baddi and Kotdwar among others. This scale, combined with multi-dosage capabilities and regulatory accreditations, positions us as a dependable long-term partner for both domestic and global clients.

During FY 2025-26, we effectively capitalised on this opportunity. Our CDMO segment grew 8.6% year-on-year to ₹34,852 Million, significantly outpacing the broader IPM volume growth of double digits. CDMO contributed 80% to our total revenue, underscoring its central role in our business model. Our strong regulatory credentials, including EU-GMP and ANVISA certifications, continue to enhance our global readiness. Progress on our European CDMO contract and the commencement of commercial supplies to Switzerland further demonstrate our ability to convert the global outsourcing momentum into scalable, sustainable and margin-accretive growth.

As outsourcing becomes structurally embedded in global pharmaceutical value chains, we remain focused on strengthening our execution capabilities, enhancing product mix, and expanding our regulated market footprint to consolidate our leadership position in the CDMO space.

RISING DEMAND FOR COMPLEX AND SPECIALISED DOSAGE FORMS

The global pharmaceutical industry is witnessing a structural shift from conventional generics to complex and differentiated dosage forms, driven by pricing pressures in standard categories and rising demand for advanced delivery systems. Sterile injectables and modified-release formulations are among the fastest-growing segments, supported by expanding biologics, oncology and GLP-1 pipelines. Additionally, patent expiries worth USD 63.7 Billion between 2025–2029 are creating a significant opportunity for complex generic development. Regulatory upgrades such as revised Schedule M are further accelerating quality-led consolidation, favouring manufacturers with advanced infrastructure and compliance capabilities.

USD **63.7** Billion
Worth of patent expired between 2025–2029

Akums Take >>>

Akums are actively tapping the growing global demand for complex and specialised dosage forms by building one of India's most diversified and technologically advanced manufacturing platforms. Its capabilities span oral solids, liquids, sterile injectables, hormones, beta-lactams, topicals, nutraceuticals and other specialty products — enabling it to serve as an integrated partner across multiple therapeutic and delivery formats. The Company has strengthened its differentiation through over 24 in-house delivery technologies, including bi-layered SR tablets, tablet-in-tablet, inlay tablets, lyophilised vials and pre-filled syringes, supporting the development of high-value, complex formulations.

Akums achieved the milestone of 1,035 DCGI approvals, reflecting the depth of its formulation pipeline and regulatory execution strength. The commissioning of a new sterile injectable facility in Haridwar and dedicated segregated facilities for hormones and beta-lactams further enhances its ability to capture premium outsourcing mandates in high-potency and complex product segments, directly aligning capacity expansion with global demand trends.



FAVOURABLE DOMESTIC POLICY AND REGULATORY SUPPORT

The global pharmaceutical industry is witnessing a structural migration from commoditised generics toward complex and differentiated dosage forms. Persistent pricing pressure in standard oral solids, coupled with rising therapeutic complexity, has accelerated demand for advanced drug delivery systems. Segments such as sterile injectables and modified-release formulations are expanding rapidly, supported by growth in biologics, oncology therapies and GLP-1 portfolios. In parallel, patent expiries estimated at USD 63.7 Billion between 2025 and 2029 are opening a meaningful opportunity for complex generic development. Regulatory reforms, including the revised Schedule M framework in India, are further catalysing quality-led consolidation, favouring manufacturers with scalable infrastructure, segregated facilities and robust compliance systems.

Akums Take >>>

We are strategically positioned to capitalise on this shift. By building one of India's most diversified and technologically advanced manufacturing platforms, we have strengthened our ability to participate in high-value and technically demanding product categories. Our capabilities span oral solids, liquids, sterile injectables, hormones, beta-lactams, topicals, nutraceuticals and other specialty formulations, enabling us to operate as an integrated development and manufacturing partner across multiple therapeutic segments and delivery formats.

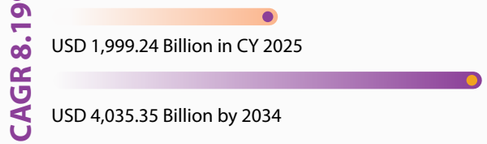
Akums have further enhanced our differentiation through a portfolio of over 24 in-house delivery technologies, including bi-layered sustained-release tablets, tablet-in-tablet systems, inlay tablets, lyophilised vials and pre-filled syringes. These platforms enable us to develop complex, patient-compliant and value-accretive formulations, strengthening our positioning in regulated and premium markets.

In FY 2025–26, we achieved a significant milestone by crossing 1,000 cumulative DCGI approvals, underscoring the depth of our formulation pipeline and the strength of our regulatory execution. The commissioning of a new sterile injectable facility in Haridwar, along with dedicated segregated facilities for hormones and beta-lactams, enhances our capacity to address high-potency and compliance-sensitive segments. This targeted capacity expansion aligns directly with evolving global demand trends, positioning us to capture premium outsourcing mandates and deepen our participation in complex generics and specialty formulations

SUSTAINED GROWTH IN HEALTHCARE AND WELLNESS CONSUMPTION

Global healthcare consumption is expanding structurally, driven by ageing populations, rising chronic diseases, wider insurance penetration and a growing focus on preventive care. The global pharmaceutical market, valued at USD 1,999.24 Billion in CY 2025, is projected to reach approximately USD 4,035.35 Billion by 2034, reflecting an 8.19% CAGR. In India, the IPM reached ₹2.42 lakh crore as of January 2026, growing 8.0% YoY, with monthly growth accelerating to 10.21%.

Global pharmaceutical market estimation :



Akums Take >>>

At Akums, we are well positioned to capitalise on this momentum. Our CDMO business delivered double-digit volume growth in FY 2025-26. Through Akumentis Healthcare, we participate in high-growth chronic therapies such as cardiology, anti-diabetics, CNS and gastroenterology, while our US-NSF certified nutraceutical facility enables entry into the expanding wellness segment.

Supported by differentiated delivery platforms including gummies, mouth-melting powders and sustained-release formulations, we are strategically aligned to capture both volume growth and premiumisation trends in India's evolving healthcare landscape.



Strategic Imperatives

DRIVING VALUE THROUGH STRATEGIC PRECISION

Our strategic imperatives are anchored in building a resilient, innovation-driven and globally integrated pharmaceutical platform. As we navigate a dynamic operating environment, we remain focused on deepening our core strengths, expanding high-value capabilities, strengthening international presence, and embedding sustainability into our manufacturing ecosystem. These priorities collectively position us to deliver consistent growth, margin resilience and long-term stakeholder value.

Strategic Imperative	Performance Highlights	Challenges Experienced	Near to Medium-Term Outlook
Complex Dosage & Capability Expansion	› Expanded capabilities across sterile, oral solid and liquid dosage forms › Secured EU-GMP accreditations for key facilities › Ramped up new manufacturing capacities › Introduced triple-layer tablet capabilities	› Extended regulatory approval timelines › Elevated fixed overheads during ramp-up	› Improve utilisation of new facilities and drive scale efficiencies › Ramp up high-value dosage capacities › Enhance margins through complex offerings
Innovation-led Product Pipeline	› Strengthened R&D capabilities › Achieved consistent DCGI approvals › Expanded across therapies and dosage forms › Increased differentiated formulations	› Extended time-to-market due to product and regulatory complexities › Rising R&D investments	› Focus on first-to-market and complex launches › Increase filings in regulated markets › Drive portfolio premiumisation
Global Market & Export Enablement	› Expanded global footprint with initial Europe supplies › Progressed Zambia JV to support export growth › Strengthened presence across Southeast Asia and Africa	› Regulatory complexity across markets › Currency volatility › Geopolitical uncertainty	› Scale European CDMO supplies from FY 2027–28 › Operationalise Zambia facility › Strengthen diversified export portfolio
Sustainable & Responsible Manufacturing	› Strengthened ESG practices across operations › Achieved ~90% sustainable sourcing › Improved supply chain reliability and customer satisfaction	› Data gaps limiting ESG transparency › Need for standardised vendor metrics › Rising expectations for customer reporting › Integration of logistics and emissions tracking	› Standardise ESG-aligned sourcing practices › Implement vendor performance analytics › Strengthen customer complaint tracking › Integrate logistics with emissions monitoring › Enhance ESG disclosures

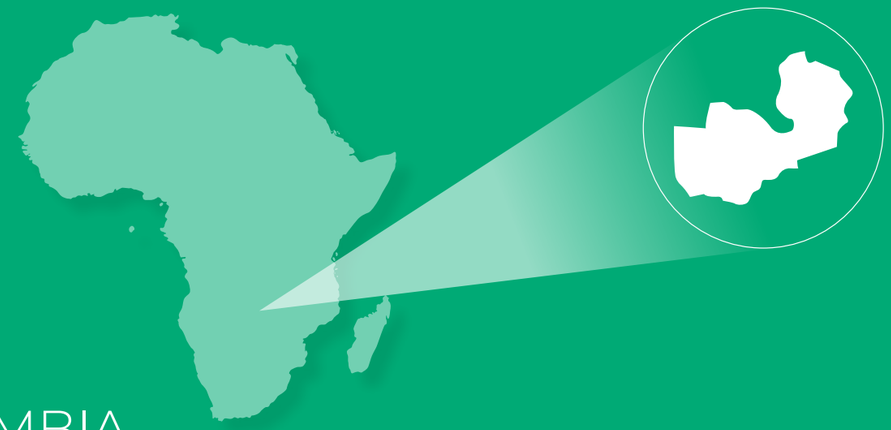
Expanding Geographical Presence

FROM DOMESTIC LEADERSHIP TO GLOBAL FOOTPRINT

Akums' geographic expansion strategy is not opportunistic—it is architected. As India consolidates its position as a global pharmaceutical manufacturing hub, we are extending our CDMO and formulations expertise into high-potential international markets through calibrated entry models, regulatory readiness, and strategic partnerships.

Two defining milestones during the year underscore this transition from exporter to global participant.





ZAMBIA

BUILDING AFRICA'S PHARMACEUTICAL GATEWAY

A Strategic Joint Venture with the Government of the Republic of Zambia

Zambia is not merely a customer, but a strategic co-investor in advancing healthcare sovereignty. Backed by a government procurement commitment of USD 25 Million annually for FY27–28, the JV provides Akums with a demand-assured gateway into a region poised to require manufacturing infrastructure of this scale for decade

Structure & Strategic Highlights

This joint venture has been structured to ensure strategic alignment, long-term visibility of demand, and scalable manufacturing capability, positioning Akums as a foundational partner in strengthening Zambia's pharmaceutical ecosystem.

- 51% stake held by Akums in the JV
- Total project cost of ~USD 45 Million
- Facility to be located in a Special Economic Zone in Lusaka
- Multi-dosage capabilities: tablets, capsules, topicals, liquids, injectables
- Therapeutic focus: anti-bacterial, cardiac, diabetes, CNS, gastro, ortho, gynaecology
- Government procurement commitment of USD 25 Million per annum for FY27 and FY28
- Commercial supplies from India to commence in FY27; local plant operationalisation targeted by FY29

Why Zambia? Why Now?

- Zambia represents a compelling confluence of demand, demographics and distribution advantage:
- ~85% of essential medicines currently imported
- Pharmaceutical market estimated at ~USD 200 Million, projected to exceed USD 300 Million by 2030
- Access to the Southern African Development Community (SADC) region, representing a population of over 400 Million
- Growing healthcare spending and policy push toward local manufacturing

Strategic Intent

Through this JV, Akums is:

- De-risking geographic concentration
- Creating a regional export hub for Southern Africa
- Strengthening relationships with sovereign institutions
- Embedding itself in high-growth emerging markets with structural supply gaps

EUROPE

INDIA'S FIRST DOMESTIC CDMO TO WIN A MAJOR EUROPEAN FORMULATION MANDATE

Akums significantly strengthened its international CDMO presence during FY26 through a landmark long-term contract with one of the world's leading pharmaceutical companies for exclusive supply of oral liquid formulations to Europe. The partnership was reinforced by an upfront advance of €100 Million (approximately ₹9,540 Million) received in April 2025, reflecting strong confidence in Akums' manufacturing and regulatory capabilities. The fixed-price contract extends till December 2032 and is expected to generate annual revenues of approximately €35 Million from FY28 onwards, with margins in the high-teens range..

From Accreditation to Commercialisation

Europe represents the next leg of value-accretive growth—driven by high regulatory standards, superior realisations, and long-term supply contracts.

Our progress has been milestone-driven and execution-focused:

Regulatory & Operational Milestones

Our Europe entry is anchored in strong regulatory execution and phased commercial rollout. Key milestones achieved during the year validate our quality standards and position Akums to scale sustainably in regulated markets.

- EU-GMP accreditation across multiple plants
- Renewal of EU-GMP certification for Plant 1
- EU-GMP accredition received for oral liquids facility
- First commercial dispatch of formulations to Europe
- 10+ products in pipeline for European filings until FY28
- Dapagliflozin & Rivaroxaban supplied to Europe
- CEP filings initiated for select APIs

Why Europe Matters

Europe offers:

- **Stable, high-margin CDMO contracts**
- **Diversified therapeutic demand**
- **Currency advantage and portfolio upgrade**
- **Platform for long-term annuity revenue streams**

Unlike opportunistic export markets, Europe demands regulatory depth, process validation, and sustained compliance discipline—capabilities Akums has steadily built over the past decade.



Strategic Roadmap

- Commercial supplies under European CDMO contracts expected from FY28
- Gradual expansion across sterile and non-sterile dosage forms
- Portfolio shift toward differentiated and niche molecules
- Strengthening positioning as a global CDMO partner rather than a domestic manufacturer with export exposure

Our Strength

ENGINEERING SCALE WITH PRECISION AND PURPOSE

Our investment proposition is anchored in leadership, integration and disciplined execution. With a strong position in India's CDMO space, diversified dosage capabilities and scalable manufacturing infrastructure, we are well placed to benefit from structural outsourcing tailwinds and expanding healthcare demand. Supported by regulatory depth and a robust balance sheet, we remain committed to delivering sustainable, long-term value to our shareholders.

MARKET LEADERSHIP IN INDIA'S CDMO SPACE

Akums hold a leadership position in India's domestic-focused CDMO landscape, with the CDMO segment contributing approximately 80% of consolidated revenue during FY 2025–26. Despite a moderated industry environment and API price softness, the business delivered double digit volume growth during FY 2025-26, underscoring the strength of its client relationships and manufacturing depth.

With CDMO revenue of ₹ 34,852 Million in FY 2025-26, our Company continues to demonstrate resilience and revenue visibility anchored in long-term CDMO partnerships. Our diversified therapeutic exposure and strong execution capabilities position us as a trusted partner to leading pharmaceutical companies across India and global markets.

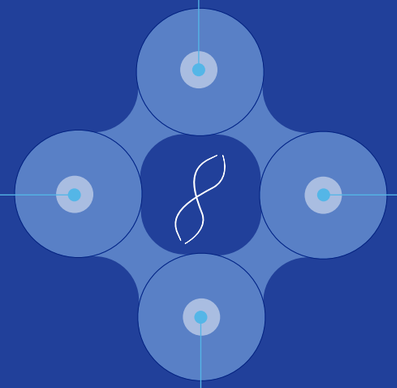
INTEGRATED END-TO-END BUSINESS MODEL

Akums operate a fully integrated pharmaceutical platform spanning formulation development, API manufacturing, CDMO operations, domestic branded formulations, international branded formulations and trade generics. This diversified structure enhances operational flexibility, margin control and revenue stability.

Our integrated end-to-end business model enables us to create value across the pharmaceutical lifecycle while enhancing operational control and margin resilience.

Through our API manufacturing division, we enhance supply assurance while supporting stronger gross margin performance.

Seamless linkage across development, manufacturing and branding capabilities enables us to capture value across the pharmaceutical value chain



Diversified branded formulations businesses provide higher-margin growth optionality and deeper market engagement

A multi-segment structure reduces dependency on any single revenue stream, enhancing revenue stability

STRONG POSITIONING TO BENEFIT FROM CDMO OUTSOURCING TAILWINDS

The global pharmaceutical industry is witnessing structural outsourcing growth, driven by supply chain diversification and increasing demand for cost-efficient, compliance-ready manufacturing partners. India's CDMO market, currently valued at approximately USD 25.51 Billion in 2025 is projected to reach USD 71.14 Billion by 2033, growing at a CAGR of 10.80%.

Akums are strategically positioned to benefit from this structural shift. Our expanding European pipeline, multi-geography presence, and strategic international initiatives — including the Zambia joint venture (USD 45 Million project; 51% stake) — strengthen our long-term export visibility. These developments enhance our global credibility and diversify revenue streams across regulated and emerging markets.

DIVERSE DOSAGE-FORM CAPABILITIES

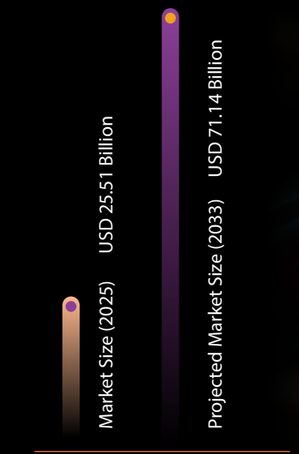
Akums operate 14 manufacturing facilities with capabilities spanning a wide range of dosage forms, including oral solids, oral liquids, injectables, topical preparations, nutraceuticals, hormonal formulations and β-lactams.

Our diversified manufacturing portfolio enables us to serve multiple therapeutic categories such as cardiac, diabetes, CNS, gastroenterology, orthopaedics, gynaecology and anti-infectives.

ROBUST R&D AND REGULATORY CAPABILITIES

Innovation and regulatory readiness form a core pillar of our competitive advantage. Akums have secured 1,035+ cumulative DCGI approvals, with 65 new approvals during FY 2025–26. Our R&D capabilities extend across differentiated technologies including sustained-release, tablet-in-tablet and multi-layered formulations.

The Company has filed 230 dossiers in Europe, including CEP filings for key APIs, reinforcing its regulated market positioning. Our dedicated regulatory affairs team and audit-ready infrastructure strengthen compliance credibility and enhance long-term client retention.



CAGR (2025–2033) 10.80%

CDMO market growth

SCALABLE MANUFACTURING INFRASTRUCTURE WITH STRONG FINANCIAL FOUNDATION

Our large-scale manufacturing footprint provides inherent scalability. As utilisation levels improve, operating leverage is expected to drive margin expansion.

Importantly, Akums maintains a robust balance sheet with a net cash position exceeding ~₹16,760 Million providing strategic flexibility for organic expansion, technology upgrades and selective inorganic opportunities.

This financial strength, combined with disciplined capital allocation and cost optimisation initiatives, positions the Company to navigate industry cycles while investing for future growth.

Stakeholders Engagement

PARTNERING WITH STAKEHOLDERS FOR SUSTAINABLE GROWTH

For more details please refer to ***Section C P4 Q2 of BRSR.***

Stakeholder engagement is central to how we create sustainable value at Akums. We actively engage with our stakeholders through structured interactions. These engagements help us understand expectations, address concerns, and build trust. Our approach is anchored in transparency and responsiveness. Formal mechanisms such as feedback channels and grievance systems ensure stakeholder voices are heard and acted upon. Insights are integrated into our strategy and operations for continued and collaborative growth. Focused efforts during the year strengthened the quality and frequency of engagement. This reflects the significant effort we invest in building strong, long-term relationships.

Stakeholder Types	Key Expectations / Areas of Interest	Mode of Communication	Strategy impacted	Frequency of Communication	Our Response
Shareholders	Sustainable growth, profitability, dividend potential, business expansion, market competitiveness, long-term value creation	Annual General Meetings (AGM), Investor presentations, Quarterly earnings calls, One-on-one investor meetings, Annual Reports, Stock exchange disclosures	S1 S2 S3 S4 S5	Quarterly / Annually / As required	Drive sustainable growth through operational excellence, prudent capital allocation, strong governance and transparent communication with investors.
Suppliers	Fair procurement practices, long-term partnerships, timely payments, business continuity, quality requirements, ethical sourcing	Vendor meetings, Supplier evaluations, Quality audits, Performance reviews, Supplier development programmes, Email communication	S1 S2 S5	Quarterly / As required	Foster responsible and collaborative supplier relationships while maintaining quality, compliance and supply chain resilience.
Community	Community development, healthcare access, health awareness, education support, environmental stewardship, local employment opportunities	CSR initiatives, Community health camps, NGO partnerships, Community meetings, Environmental programmes, Stakeholder consultations	S5	Quarterly / Annually / Ongoing projects	Create meaningful social impact through healthcare, education, environmental initiatives and community development programmes.
Regulators	Regulatory compliance, product quality and safety, patient safety, ethical business conduct, environmental compliance, transparent disclosures	Regulatory inspections, Compliance submissions, Audit reports, Certifications, Meetings with authorities, Official correspondence	S2 S3 S4	As per regulatory timelines / Continuous	Uphold the highest standards of quality, compliance, pharmacovigilance and ethical business practices across operations.
Distributors/Clients	Consistent product quality, timely delivery, product availability, technical support, competitive offerings, business growth opportunities	Direct meetings, Technical support interactions, Customer portals, Product information sheets, Business reviews, Email communication	S1 S2 S3 S4	Quarterly / As needed	Deliver high-quality products, ensure reliable supply, provide technical support and strengthen long-term business partnerships.
Employees	Safe workplace, career growth, skill development, fair remuneration, employee well-being, diversity & inclusion, work-life balance	Town halls, Performance appraisals, Training programmes, Employee surveys, Grievance redressal mechanisms, HR engagement sessions	S1 S4	Monthly / Periodic	Provide a safe, inclusive and engaging workplace while investing in employee development, well-being and career progression.

WHERE IMPACT MEETS RESPONSIBILITY

A structured materiality assessment is undertaken to identify and prioritize the Environmental, Social and Governance (ESG) issues most relevant to the organisation and its stakeholders. This approach evaluates both the impact of operations on the economy, environment, and society, as well as the financial implications of these issues on our business. Anchored in stakeholder engagement and aligned with leading global frameworks and regulatory requirements, the assessment enables a focused approach towards managing risks, capturing opportunities and driving long-term sustainable value creation. The materiality assessment was conducted during FY 2024-25 and will be reviewed every 2-3 years to reassess and reprioritise material topics in line with evolving socio-economic conditions, stakeholder expectations, and global developments. This periodic review process ensures that our priorities remain relevant, responsive, and aligned with the changing business and sustainability landscape

Defining What Matters Most

We identify material topics through a **materiality lens,** capturing both business impact and societal relevance.

Driven by Stakeholders

Insights from both internal and external stakeholders shape our priorities.

Evaluated Through

- Magnitude of Impact : From critical to low
- Likelihood of Impact : Across short, medium and long term

Outcome

A roadmap for sustainable value creation.

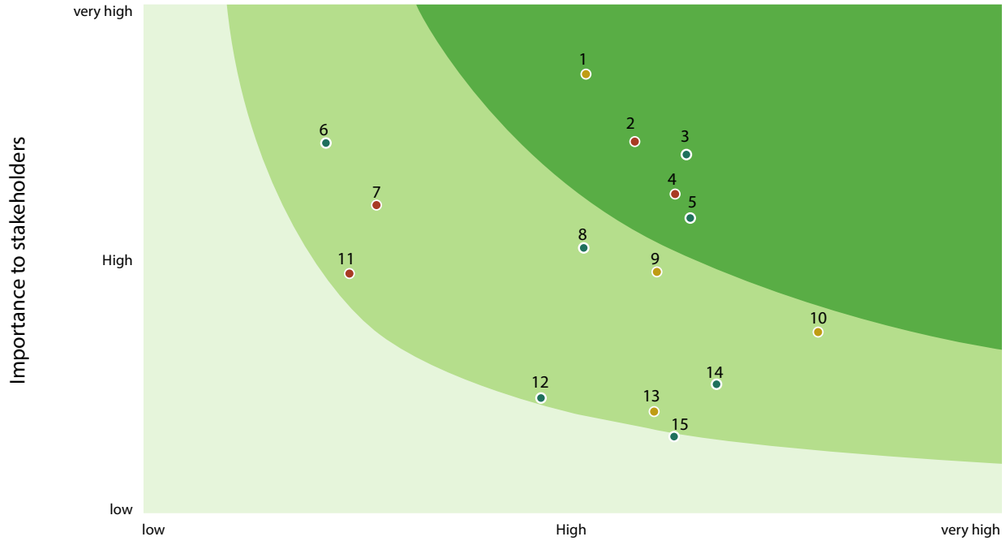
Process to determine Material Topic

1. **Peer Benchmarking** — Review of leading practices and material themes adopted by industry peers
2. **ESG topics Identification** — Identification of key ESG focus areas relevant to the sector and operating landscape
3. **SDG & Global Alignment** — Mapping of identified topics with applicable national priorities and global commitments (including SDGs)
4. **Strategic Alignment** — Alignment of identified ESG themes with Akums' vision, values and strategic commitments
5. **Stakeholder Engagement** — Identification and prioritisation of material topics based on inputs from both internal and external stakeholders
6. **Goal Setting** — Definition of clear goals, for each material topic
7. **Roadmap Development** — Development of roadmap, short,- and long-term action plans

Our Materiality Topics

Sr. no.	Material Topics	Description of Impact	FY 2025-26 Performance
1	Water Management	Significant water usage in manufacturing processes impact resource conservation	Water optimization through reuse, recycling and conservation measures
2	Waste Management	Generation of hazardous and non-hazardous waste affects environmental compliance and disposal impact	Recycling enhanced through segregation, and disposal to authorised vendors
3	Climate Change	Exposure to climate-related risks affects operations, supply chain and regulatory compliance	Adoption of greener and cleaner alternatives, adherence to regulatory compliance
4	Raw Material Sourcing	Procurement of raw materials may impact supply chain sustainability and compliance standards	Sustainable sourcing strengthened through supplier evaluation and responsible procurement
5	Renewable Energy	Dependence on grid electricity may lead to transitional and physical risks	Renewable energy usage increased through sourcing and infrastructure integration
6	Energy Management	High energy consumption in manufacturing impacts cost efficiency and environmental footprint	Energy efficiency scaled through process optimization and monitoring systems
7	Emissions Management	Increased GHG emissions footprint may lead to transitional and physical risks impacting our ability to operate	Emission measurement strengthened fuel shift and efficiency measures implemented
8	Occupational Health & Safety	Exposure to manufacturing risks may impact employee safety and workplace well-being	Safety performance improved through training, audits and preventive risk controls, continued risk assessments and appropriate CAPA development.
9	Sustainable Supply Chain & Procurement	Supply chain disruption may impact our business operations and may lead to reputational damage in case of disrupted associations	Supplier engagement strengthened through ESG screening adherence by suppliers/ vendors to Supplier/Vendor Code of Conduct, adherence with customer and regulatory requirements as well as responsible sourcing practices
10	Protection of Human Rights	Ethical practices and upholding Human rights is of critical importance to ensure the business continuity and social license to operate.	Compliance ensured through policy framework, audits and ethical business practices
11	Product Quality, Safety & Recall management	Stringent quality control in all products is critical for business continuity, market presence and social license to operate'	Quality systems strengthened through stringent testing, compliance and recall readiness
12	Health Education & Prevention	Community health programmes and awareness initiatives impact preventive healthcare outcomes	Awareness initiatives advanced through community outreach and preventive healthcare programmer
13	Corporate Governance, Business Ethics, Integrity & transparency	Governance structure and disclosures impacts investor confidence and regulatory oversight	Governance strengthened through board oversight, policies and transparent disclosure practices
14	Consumer Safety and Patient safety & Pharmacovigilance	Critical for maintaining trust, product integrity, and public health outcomes with accurate risk prevention and response'	Monitoring strengthened through pharmacovigilance systems and adverse event tracking
15	Combatting Counterfeit Medicines	Risk of counterfeit drugs in supply chain may impact patient safety and brand credibility	Controls strengthened via track-and-trace, packaging safeguards and quality checks

Materiality Matrix



Importance zones

- Very high importance
- high importance
- Low/medium importance

Category

- Environmental
- Social
- governance

1. Occupationl Health And Safety
2. Sustainable Supply Chain & Responsible Procurement
3. Water Management
4. Corporate Governance, Business Ethics & Integrity
5. Waste Management
6. Climate Change
7. Product Qualituy Safety & Recall Management
8. Raw Material Sourcing
9. Protecion Of Human Rights
10. Consumer And Patient Safey & Pharmacovigilance
11. Combatting Counterfeit Medicines
12. Energy Management
13. Health Education And Prevention
14. Renewable Energy
15. Emission Management

*For more details please refer **BRSR Section A Q26***

Financial Capital

POWERING GROWTH WITH FINANCIAL STRENGTH

Akums' financial capital is anchored in disciplined capital allocation, resilient cash flows, and a fortified balance sheet. Strong operating cash generation, coupled with prudent leverage and a conservative risk posture, helps our Company to invest in high-return growth opportunities while maintaining financial stability. This financial strength enables Akums to consistently fund capacity expansion, R&D-led innovation, and global market forays, ensuring sustainable value creation for stakeholders across business cycles.

Stakeholder Impacted

Alignment with UNSDGs

Strategic Theme

- Capacity Expansion with Phased Ramp-up and Utilisation Focus
- Innovation-Led Product Pipeline
- Operational Cost Optimisation and Margin Protection Initiatives

Capital Trade-off

Our Focus Area

- Sustained Revenue Growth through scale-up of CDMO operations and diversification across product segments
- Robust Cash Flow Generation to support reinvestment, liquidity and financial resilience
- Prudent Capital Allocation across manufacturing expansion, R&D investments and strategic initiatives
- Strong Balance Sheet Management with focus on liquidity, leverage optimisation and capital adequacy
- Efficient Working Capital Management to improve cash conversion and reduce funding costs

STRENGTHENED BALANCE SHEET

Akums continues to maintain a strong and conservative balance sheet, supported by healthy cash accruals and limited leverage. During FY 2025-26, our net cash position, enhancing our ability to pursue both organic growth initiatives and inorganic opportunities, including international expansion. This financial strength provides resilience against cyclical pressures, while enabling sustained investments in manufacturing infrastructure, R&D capabilities and global partnerships.

ROBUST CASH FLOWS

Despite earnings headwinds in the quarter, Akums generated strong operating cash flows during FY 2025-26, supporting liquidity and financial flexibility. Management highlighted that robust cash flow generation during the year under review further strengthened our Company's net cash position to over ₹16,485 Million, providing adequate headroom to fund ongoing capacity expansion, product development initiatives and strategic investments. The strong cash conversion underscores the underlying quality of earnings and disciplined working capital management.

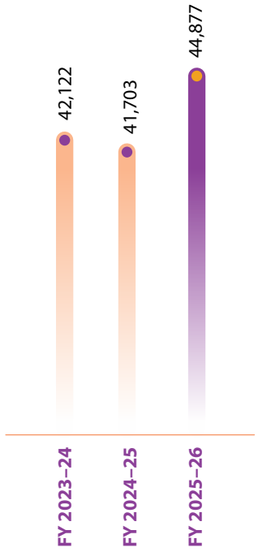
EARNINGS STRENGTH

Akums reported total income of ₹44,880 Million in FY2025-26, a 7.6% year-on-year increase, despite a challenging first half marked by subdued domestic market volumes and sharp API price erosion. The CDMO business remained the primary growth driver, with revenue expanding ~8.6% to ₹34,851 Million, outperforming the broader formulations market. A strong second half recovery, led by double-digit CDMO volume growth, helped offset H1 headwinds. Adjusted PAT for the year stood at ₹2,760 Million, with an Adjusted PAT margin of 6.2%, reflecting the resilience of Akums' diversified, scale-driven business model.

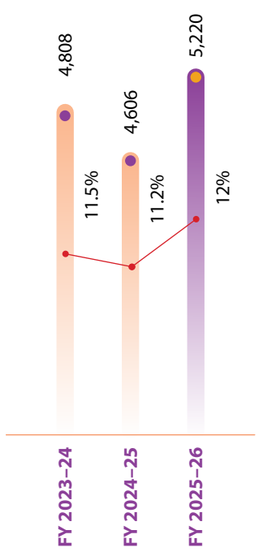
Despite continued API price softness during FY 2025-26, Akums maintained resilient CDMO margins, with EBITDA margins at 13.4% compared to 14.1% in FY25. The limited impact reflects the strength of its cost-plus CDMO model, wherein raw material cost fluctuations are largely passed on to customers. Margin stability was further supported by disciplined cost management, improving gross margins and a gradual shift towards higher-value products, underscoring the robustness of Akums' operating model amid a volatile input cost environment.



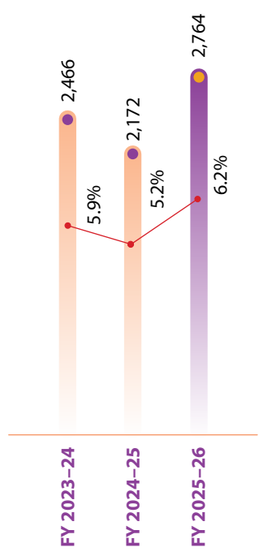
CONSOLIDATED FINANCIAL PERFORMANCE



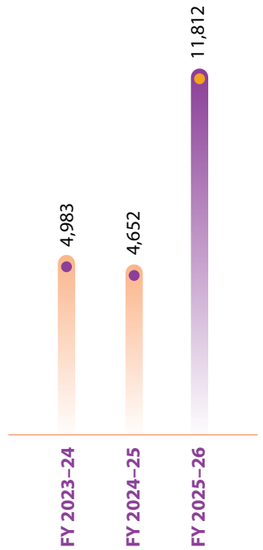
Total Income (₹ Million)



Adjusted EBITDA* & EBITDA Margin (₹ Million & %)

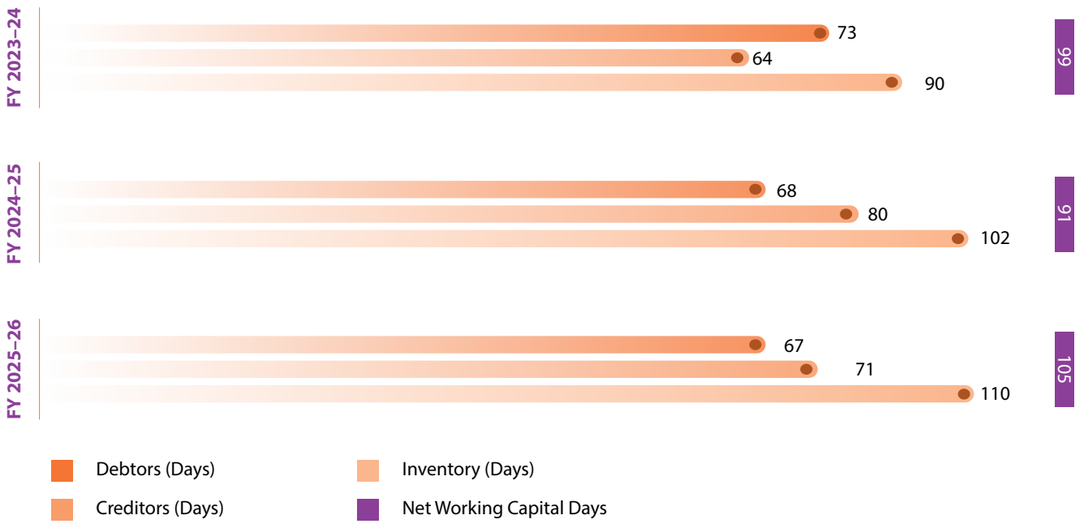


Adjusted PAT** & PAT Margin (₹ Million & %)

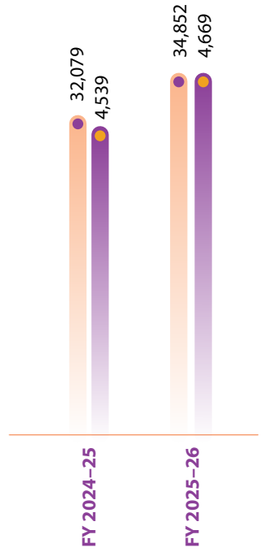


Operating Cash Flow (₹ Million)

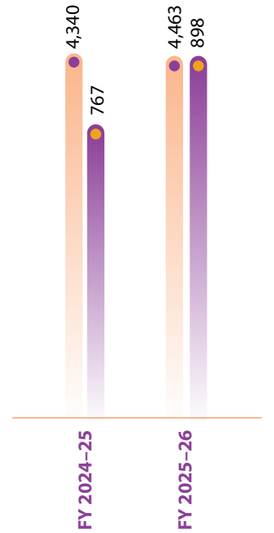
WORKING CAPITAL ANALYSIS (DAYS)



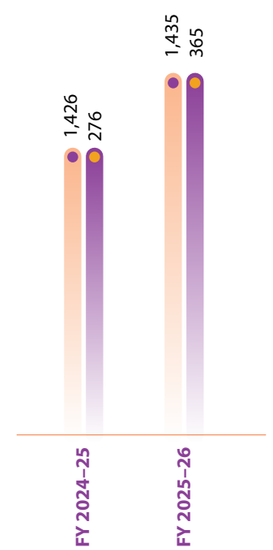
SEGMENT-WISE PERFORMANCE HIGHLIGHTS



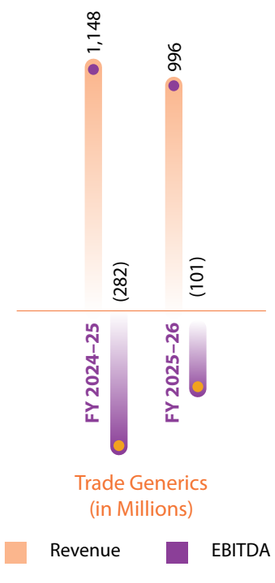
CDMO in Millions



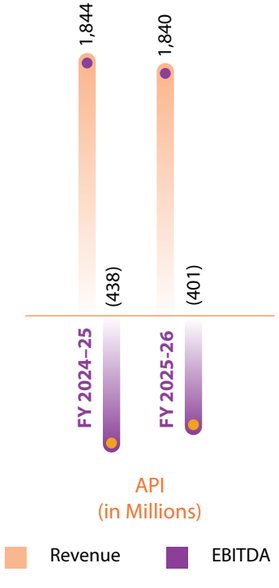
Domestic Branded Formulations



International Branded Formulations



Trade Generics (in Millions)



API (in Millions)

*Adj EBITDA: Profit before tax + fair value changes to financial instrument + finance cost + depreciation and amortization + Exceptional items – other income

**Adj PAT: PAT + Fair value changes to financial instrument + Exceptional items – one time impact of deferred tax in FY 25 of INR 106 cr and INR 138 cr in FY24

Manufactured Capital

ENGINEERING SCALE WITH PRECISION AND PURPOSE

Manufactured Capital: Stakeholder Material Issues & Capital Trade-offs Framework

Stakeholder Impacted

Alignment with UNSDGs

Material Issues Addressed

- Occupational Health & Safety
- Labour Management
- Employee Training & Development
- Diversity, Equity & Inclusion
- Employee Well-being
- Protection of Human Rights

Capital Trade-off

Our Focus Area

- Expansion of manufacturing footprint
- Capacity utilisation
- Quality & reliability upgrades
- Regulatory-compliant manufacturing
- Sustainable manufacturing process
- Globally compliant plant infrastructure

Strategic Theme

- Complex Dosage & Capability Expansion
- Sustainable & Responsible Manufacturing
- Global Market & Export Enablement

Manufacturing Excellence at Akums is anchored in scale, regulatory strength and operational precision, supported by 14 state-of-the-art manufacturing units across multiple dosage forms. Our facilities combine advanced technology, EU-GMP accredited standards and disciplined quality systems to deliver consistent, high-volume and high-value output. With continuous capacity expansion and digital integration, we remain future-ready to serve evolving global CDMO and branded formulation demands.

MANUFACTURING PLANTS & CAPACITY

Our manufacturing backbone lies at the core of our CDMO model, providing the scale, versatility and execution capability required to serve a diversified pharmaceutical portfolio. During the year, we operated 14 advanced manufacturing plants, forming one of the most extensive formulation-led manufacturing networks in India.

Our facilities are strategically located across key pharmaceutical hubs in Haridwar and Kotdwar (Uttarakhand) and Baddi (Himachal Pradesh), while our API manufacturing units are based in Sundran and Chachrauli (Punjab) and Barwala (Haryana). This cluster-based presence enables streamlined supply chain coordination, efficient resource utilisation and scalable expansion within a well-established industrial ecosystem. It also allows us to optimise production planning while maintaining operational flexibility across our business verticals.

14
consolidated manufacturing facilities

11
manufacturing plants (CDMO)

3
manufacturing plants (API)

24,000+
SKUs



The plants collectively manufacture a wide spectrum of dosage forms, including:

CDMO

- Oral solid formulations (tablets, capsules and modified-release formats)
- Oral liquids and syrups
- Injectable and sterile formulations
- Hormonal formulations
- β-lactam and penem products
- External and topical formulations
- Nutraceuticals and consumer wellness products
- Active Pharmaceutical Ingredients (API)

API

- Cefuroxime Axetil Amorphous
- Cefpodoxime Proxetil
- Cefixime Trihydrate
- Ceftriaxone Sodium Sterile
- Cefotaxime Sodium Sterile
- Avibactam Sodium Sterile
- Ceftazidime-Avibactam Sterile
- Atorvastatin Calcium
- Linezolid
- Montelukast Sodium
- Iguratimod



Key Strengths of the Manufacturing Footprint

Akums' manufacturing footprint is characterised by:

- Multi-dosage integration within a unified network
- Dedicated facilities for specialised therapeutic categories
- Operational flexibility to support both domestic and export markets
- Strong scalability to accommodate volume growth
- Centralised cluster-based infrastructure enabling cost efficiencies

Dosage Forms	Units	Capacity
Oral Solid	Tablets	47.9 Billion
Oral Liquid	Bottles	417.6 Million
Injectable / Sterile	Units	767 Million
External / Topical	Tubes	158.4 Million
API	Metric Tonnes	737

CAPACITY UTILISATION

Our capacity utilisation during the year reflected a calibrated balance between stabilising newly commissioned facilities and scaling volumes across our core plants. At a consolidated level, CDMO capacity utilisation in FY 2025-26 stood at approximately 42.9%, marking a steady and encouraging improvement from 39.4% in FY 2024–25 and 24.6% in FY 2023-24. This consistent upward trend underscores the gradual scale-up of operations, driven by improved order inflows, deeper client engagement, and enhanced alignment between manufacturing capabilities and market demand.

In parallel, our API business continued to operate at robust utilisation levels, with capacity utilisation ranging between 50% and 84%, reflecting strong demand visibility and efficient capacity deployment across key product lines.

To enhance utilisation, we expanded our CDMO order pipeline, prioritised high-value and differentiated products, optimised our portfolio mix and strengthened production planning.

Portfolio rationalisation in lower-margin segments and improved scheduling discipline further supported better line loading and fixed cost absorption across plants.

With consolidated capacity utilisation at ~47%, Akums has significant headroom to accelerate growth and profitability without substantial incremental capital investment. Backed by a 50.6 Billion-unit manufacturing capacity, a ~15% productivity improvement during FY26 and the ramp-up of new Oncology and Steroid facilities, the Company is well-positioned to harness operating leverage and translate higher volumes into stronger earnings growth.

CDMO capacity utalisation

Capacity Utilisation (%)



CAPACITY EXPANSION

During the year under review, the Company continued to strengthen its manufacturing infrastructure through targeted capital investments across its production facilities. A total capital expenditure of **₹2,220** Million was deployed towards capacity expansion, equipment modernisation, infrastructure upgrades and regulatory compliance initiatives.

The largest share of the investment was directed towards the **Akums-3 facility,** where we have invested **₹519.07** Million, accounting for a significant portion of the overall capital outlay. This investment was primarily aimed at strengthening production capabilities, installing advanced manufacturing equipment and enhancing operational efficiency to support growing CDMO demand.

Further investments were undertaken across key facilities to improve manufacturing reliability and expand multi-dosage capabilities. The **Pure & Cure Haridwar facility** received **₹107.54 Million** towards infrastructure improvements and production line enhancements, while **Akums-9 and Pure & Cure Baddi-2** recorded investments of **₹46.16 Million** and **₹44.74** Million, respectively, to strengthen formulation manufacturing capabilities.

In addition, the Company invested **₹42.94 Million** in the **Upadhrish facility** to enhance production infrastructure. Strategic investments were also made in the **EU-focused Plant-2** project, amounting to **₹26.29 Million,** supporting regulatory readiness and strengthening the Company's capabilities for regulated markets.

Other facilities, including **Akums-2 and Akums-1,** received investments of **₹23.26 Million** and **₹12.02 Million**, respectively, aimed at operational upgrades and equipment installation. Investments were also directed towards research infrastructure, with **₹0.79 Million** deployed in the **Akums R&D Centre-4** to support product development and innovation initiatives.

Through these investments, the Company continues to enhance its manufacturing ecosystem, improve operational resilience and build scalable capabilities to support its expanding domestic and global CDMO portfolio.

Facility	Strategic Focus	Investment Purpose
Akums – 3	Core Manufacturing Expansion	Capacity augmentation & equipment upgrades
Pure & Cure – Haridwar	Formulation Manufacturing	Infrastructure and production line enhancements
Pure & Cure – Baddi-2	Multi-dosage Manufacturing	Equipment installation and block upgrades
Plant 2 – EU Project	Regulated Market Compliance	EU-GMP readiness and facility improvements
Akums – 1 & 2	Production Strengthening	Manufacturing optimisation
R&D Centre	Innovation	Research infrastructure

₹ 2,220 Million
Total
Capital Expenditure

₹ 519.07 Million
Investment towards installation of
advanced manufacturing equipment



PRODUCT QUALITY

Ensuring consistent product quality remains central to our manufacturing philosophy. We maintain stringent quality standards across all our facilities through robust systems, structured processes and continuous improvement initiatives, ensuring that our products consistently meet required safety, efficacy and regulatory standards.

Quality Management System (QMS)

We follow a comprehensive Quality Management System (QMS) across all manufacturing sites, supported by quality manuals, policies and Standard Operating Procedures (SOPs). Key elements include document control, quality risk management, change management, deviation management and a structured Corrective and Preventive Action (CAPA) system. The framework is further strengthened through regular trainings, internal audits, self-inspections, supplier qualification and material control processes.

Quality Control Mechanisms

Multiple quality checks are implemented at different stages of operations. Raw and packaging materials are tested before use, environmental conditions are monitored, and line clearance checks are conducted before production. In-process testing during manufacturing and terminal inspection of finished products ensure adherence to defined specifications.

For API manufacturing, we place strong emphasis on defining and monitoring Critical Quality Attributes (CQAs) and Critical Process Parameters (CPPs) to enable real-time quality control and ensure consistent product integrity.

Deviation Trends

Deviation monitoring forms a key part of quality oversight, helping identify improvement areas and strengthen process controls across operations. During the year, the majority of deviations were process-related, followed by documentation and equipment-related issues.

Improving Product Consistency

To reduce quality issues and improve consistency, we strengthened product development processes, minimised manual interventions and enhanced the CAPA system. Additionally, **100% online in-process checks during packaging operations** were implemented to improve control and accuracy.

For API our quality issues are addressed through systematic investigations of **OOS/OOT results and deviations**, followed by timely implementation and effectiveness evaluation of **Corrective and Preventive Actions (CAPA)** to ensure resolution and continuous improvement in product quality.

Continuous Improvement Initiatives

Continuous improvement initiatives included several **Kaizen projects,** enhanced investigation mechanisms and predictive monitoring through trend analysis to reduce recurring deviations. Focus was also placed on timely investigations and strengthening the overall quality culture across the organisation.

Training and Capability Building

Training programmes were conducted for plant and quality teams on topics such as cleaning validation, cross-contamination control, regulatory expectations for overseas markets and Schedule M compliance. These were delivered by external trainers as well as through internal site-level sessions. Additional initiatives included on-the-job training, behavioural improvement programmes and sessions focused on minimising human errors.



REGULATORY COMPLIANCE

Regulatory compliance is embedded at the core of our manufacturing and business strategy, serving as a critical enabler of sustainable growth and global market access. Our approach is anchored in proactive engagement with regulatory authorities, disciplined adherence to applicable standards and continuous strengthening of internal governance mechanisms.

Regulatory Audits and Inspections

During the year, our facilities underwent 43 regulatory audits, demonstrating our continued commitment to transparency and compliance. Of these, 30 audits were conducted by domestic authorities, including the Central Drugs Standard Control Organisation (CDSCO) and State Licensing Authorities (SLA), while 13 audits were carried out by international regulatory agencies. These inspections validate the effectiveness of our quality systems and operational processes across manufacturing sites.

43
Regulatory Audits Conducted
30 Domestic | 13 International

19
Regulatory Approvals / Certifications

Strengthening Global Regulatory Footprint

During the year, our regulatory footprint continued to strengthen. Multiple manufacturing plants hold EU-GMP accreditations, reinforcing readiness for European market supplies. We also secured ANVISA (Brazil) approval for Plant 3 and GMP approval from Russia for Plant 4, expanding our regulated market access. We underwent a European GMP audit for Plant 2 and initiated commercial dispatches to Switzerland, marking a significant milestone in our European CDMO journey.

Regulatory Approvals and Certifications

We obtained **19 regulatory approvals and certifications** during the year, strengthening our regulatory footprint and reinforcing our ability to operate across multiple markets while meeting evolving regulatory expectations.

Inspection Observations and Corrective Actions

During regulatory inspections, 15 critical observations and 117 major observations were reported. We systematically addressed these observations through our established Corrective and Preventive Action (CAPA) framework, supported by detailed root cause analysis, documentation and monitoring. Continuous improvement initiatives and proactive engagement with regulatory authorities enable us to further strengthen our compliance systems and maintain alignment with global regulatory standards.



SUSTAINABLE MANUFACTURING PRACTICES

Sustainability remains an integral part of our manufacturing philosophy, guiding our efforts to optimise resource utilisation, minimise environmental impact and strengthen operational efficiency. Across our manufacturing facilities, we continue to implement responsible practices that support efficient use of energy, water and materials while maintaining the highest standards of product quality and regulatory compliance.

Energy Efficiency and Resource Optimisation

We focus on improving energy efficiency through process optimisation, equipment upgrades and better monitoring of energy consumption across manufacturing operations. Various initiatives have been implemented to optimise utilities, reduce energy losses and enhance the overall efficiency of production processes.

Moreover, our API manufacturing units are strongly focused on driving energy efficiency through the following initiatives:

- Installation of energy-efficient motors and drives across production lines
- Implementation of heat recovery systems to capture and reuse waste heat
- Regular energy audits to identify gaps and improve operational efficiency
- Employee awareness programmes to promote energy conservation practices

Responsible Resource Management

Our facilities adopt responsible resource management practices aimed at reducing waste generation and improving material utilisation. Measures such as efficient material handling, improved process controls and better inventory management help minimise operational losses and enhance resource efficiency.

Environmentally Responsible Operations

Environmental stewardship is integrated into our operational practices. We follow defined procedures for waste management, emission control and safe disposal of materials in accordance with applicable environmental regulations. Continuous monitoring of environmental parameters helps ensure compliance and supports sustainable plant operations.

Water Management & Recycling

We prioritise sustainable water management by treating and reusing wastewater for cooling and gardening purposes, thereby optimising resource utilisation. Our operations are supported by continuous monitoring of water consumption to identify inefficiencies and drive conservation. In parallel, we actively promote employee awareness initiatives to encourage responsible water usage across the organisation.

Akums follow a structured waste management approach by segregating waste at source into hazardous, recyclable, and organic streams, ensuring safe handling and regulatory compliance. In addition, we actively reduce packaging waste through the recycling and reuse of HDPE containers, promoting resource efficiency and minimising environmental impact.

Continuous Improvement and Monitoring

We continuously review our manufacturing practices to identify opportunities for improvement and implement sustainable solutions. Through process optimisation, monitoring of operational parameters and adoption of improved technologies, we strive to enhance efficiency while reducing environmental impact across our manufacturing footprint.



Intellectual Capital

INNOVATION POWERING GLOBAL EXPANSION

At Akums, our intellectual capital forms the foundation of our sustained growth and competitive strength. We combine deep scientific expertise with strong formulation capabilities and regulatory discipline to drive innovation across our value chain. Our ability to translate research insights into scalable and compliant manufacturing capabilities, strengthens our global CDMO positioning. Through continuous investment in knowledge, technology and process excellence, we reinforce our long-term strategic advantage.

Stakeholder Impacted

Alignment with UNSDGs

Strategic Theme

- CDMO Platform Deepening Complex
- Dosage, Capability Expansion Sustainable
- Responsible Manufacturing
- Regulatory Compliance
- Governance Excellence

Capital Trade-off

Our Focus Area

- Capacity ramp-up and utilisation optimisation across plants; backward integration through API capabilities
- Advanced delivery platforms; production blocks; technology-enabled production efficiencies
- Sustainable manufacturing systems; automation for resource and environmental optimisation
- Compliance with CDCSO, GMP, WHO and other regulatory standards; robust quality systems; transparent disclosures and audits

Rationale

- Deepening large-scale CDMO infrastructure improves manufacturing efficiency, reliability and long-term asset productivity.
- Specialised capabilities and complex dosage forms manufacturing enhance the sophistication and value of Manufactured Capital.
- Sustainable and compliant operations enhance long-term resilience, social trust and environmental performance of Manufactured Capital.
- Strong regulatory compliance ensures product safety, quality assurance, and ethical operations, enabling market access, reducing compliance risks, and reinforcing institutional trust.

TECHNOLOGY AND RESEARCH CAPABILITIES

Innovation at Akums is anchored in a robust and scalable R&D ecosystem that underpins our long-term competitive strength. We operate four dedicated R&D facilities in Haridwar and Mumbai, with multiple centres recognised by the Department of Scientific and Industrial Research (DSIR). Our R&D team comprises 370+ scientists, including over 200 doctorates and postgraduates, enable end-to-end development across formulation design, analytical research and regulatory support.

Our DSIR accredited R&D infrastructure supports a wide range of dosage forms across solid orals, liquid orals, topicals, inhalations, nasal preparations, inhalations, large and small volume injections, ophthalmic, sprays, nutraceuticals, gummies, cosmeceuticals and others, seamlessly integrated with our 14 manufacturing facilities. Additionally, the DSIR accreditation of our Barwala API R&D facility further strengthens our API research capabilities and regulatory compliance framework.

Collectively, this integrated R&D backbone enables us to consistently conceptualise, develop, validate and commercialise differentiated and value-added pharmaceutical formulations across domestic and global CDMO markets.

Impact of our R&D capabilities:

- R&D facilities act as knowledge hubs for developing and transferring technology to commercial manufacturing, enabling creation of intellectual property and competitive advantage
- Early integration of regulatory strategy ensures development programs align with regulatory expectations and avoid additional studies
- Efficient R&D teams supported by patent and regulatory experts enable faster development, filing and approvals for early market entry

4
R&D facilities

370+
Scientists including over **200** doctorates and post-graduates

486
No. of products developed by R&D in 2025-26



ADVANCING R&D CAPABILITIES

Innovation at Akums is anchored in a robust and scalable R&D During the year under review, we committed ₹ 1,397 Million towards strengthening our R&D ecosystem, with a clear focus on enhancing formulation complexity and deepening our differentiated pipeline. In FY 2025–26, we crossed the milestone of 1,035+ DCGI approvals including 65 new approvals during the year, reflecting the robustness and maturity of our development framework

Key R&D Advancement during FY 2025-26

- Established a dedicated R&D facility for the development of nutraceuticals and specialised formulations, including soft chews and lozenges
- Developed capabilities to create complex formulations such as triple-layer and prolonged-release tablets, many of which are first-of-their-kind in India or globally
- Built expertise in developing oral liquid formulations for oncology therapies
- Developed compressed cough lozenges as part of expanding specialised dosage formats
- Initiated development of oral osmotic pump tablets designed for once-daily dosing

R&D Expenditure as % of Total Income

FY 2025-26	3.2%
FY 2024-25	2.6%
FY 2023-24	3.1%

R&D Expenditure (₹ Million)

FY 2025-26	1,397
FY 2024-25	1,120
FY 2023-24	1,300

1,035+
DGCI approved products/drugs

129+
Total Patents filled

14
Total patents granted

KEY HIGHLIGHTS FOR FY 2025–26

Expanded Pre-formulation Capabilities
Strengthened early-stage development through comprehensive API–excipient compatibility studies, pH–solubility profiling and log P determination to enhance bioavailability prediction and formulation efficiency.

Accelerated Prototyping and Scale-up
Implemented rapid prototyping frameworks to transition early-stage formulations into scalable manufacturing processes, minimising risks during technology transfer and commercial scale-up.

Advanced Characterisation and Testing
Leveraged sophisticated analytical instruments such as LC-MS, HPLC, Malvern Mastersizer, Zeta Sizer and Copley systems for impurity profiling, structural confirmation and particle size characterisation respectively, particularly for complex formulations and pulmonary drug delivery.

Process Optimisation through QbD
Adopted a Quality-by-Design (QbD) framework to identify and optimise critical process parameters (CPPs), improving process robustness, scalability and manufacturing efficiency.

Diversified Dosage Form Development
Advanced formulation development across multiple delivery formats including oral solids, liquids, parenterals, topicals, inhalation products, ophthalmics, sprays, topicals, cosmeceuticals, nutraceuticals, etc. alongside specialised drug delivery systems such as sustained-release (monolayer, bilayer and trilayer tablets, tablet-in-tablet, multiparticulates), delayed-release (enteric coated), pulsatile drug delivery, dual-release drug delivery and lyophilised injectable formulations.

Enhanced Analytical Development Infrastructure
Strengthened analytical capabilities through development and validation of stability-indicating analytical methods to ensure accuracy, precision and regulatory compliance.

Robust Stability Assessment
Conducted comprehensive ICH-compliant stability studies, including photostability and stress testing, to ensure long-term product integrity and regulatory readiness.

*For more details please refer to **Section C P2 Q1 of BRSR.***

Numbers defining our R&D strengths for the FY 2025-26

115
DCGI filings during FY 2025-26

230 + P2P
dossiers Provided to Clients

290 +
new product launches

65
DCGI approvals

140 +
Client-approved P2P Dossiers

8
Triple-Layer Products – First in India & the World



KEY DEVELOPMENTS IN-HOUSE API

During the year, Akums strengthened its in-house API development capabilities with the successful development of several key molecules. These include **Montelukast Sodium, Metformin HCL, Revefenacin, Avibactam Sodium, Atorvastatin Calcium, Betamethasone Valerate, Betamethasone Disodium Phosphate, Lactulose and Gifapixant.**

The development of these APIs reflects the Company's continued focus on expanding its product pipeline and enhancing backward integration capabilities to support formulation development and commercial manufacturing.

11
APIs developed



Strengthening in-house API development

The Company also strengthened its in-house API development capabilities by focusing on process optimisation, cost efficiency and scalable manufacturing. Key initiatives undertaken include:

Optimisation of Synthetic Routes

Strengthened API development by optimising synthetic routes to improve reaction efficiency, enhance yields and ensure scalable manufacturing processes.

Process Simplification

Minimized the number of synthesis steps in API manufacturing to reduce process complexity and improve operational efficiency.

Improved Purification Approach

Eliminated chromatography-based purification in select APIs and adopted crystallisation techniques to obtain high-purity APIs in a more cost-effective and scalable manner.

EXPANDING OUR INTELLECTUAL PROPERTY FOOTPRINT

As one of India's leading CDMOs, we have built a strong intellectual property base that underpins our process excellence and formulation expertise. We own proprietary manufacturing processes for several of our formulations, reinforcing our technological differentiation and long-term competitive positioning. As of March 31, 2026, we have secured 14 granted patents covering dosage forms, formulations and process innovations. Our brand protection framework is equally robust. We hold 1,648 registered trademarks and have 629 trademark applications pending across multiple classes, reflecting the breadth of our product portfolio and market presence.

We follow a structured and proactive approach to protecting innovation. A highly skilled IP team focused on drafting robust patents and developing platform technologies applicable across multiple drug products and therapeutic categories. As of FY 2025-26, we have filed 129+ total number of patents applications, demonstrating our continued focus on strengthening proprietary capabilities. Our intellectual property strategy spans domestic and international patent filings, systematic trademark registrations and well-defined confidentiality agreements with employees, partners and vendors to safeguard trade secrets and proprietary knowledge. Through this disciplined IP framework, we continue to fortify our innovation ecosystem and create sustainable value across domestic and global CDMO markets.

14
granted patents

1,648
registered trademark

45 +
patent published excluding grant patent



INNOVATION THROUGH PROPRIETARY TECHNOLOGIES

We have established a broad suite of proprietary technology platforms that strengthen our formulation capabilities. These technologies are designed to improve therapeutic performance, enable precision in drug delivery, enhance patient compliance and ensure greater formulation stability across diverse dosage forms.

Advanced Formulation Technologies

Clear-dose technology for cough syrups

Oral osmotic pump tablet technology across multiple drug categories, especially cardiovascular

Multilayer tablet platforms for antidiabetic, cardiovascular, nutritional and respiratory therapies

Soft chews and medicated lozenges for improved patient compliance

OUR STRATEGIC R&D FRAMEWORK

Our R&D framework is strategically aligned with evolving client expectations and the Company's broader ambition to strengthen its presence in global markets. The following R&D strategies guide Akums' innovation and product development initiatives:

Strategic Portfolio Management

Prioritising R&D projects with the highest revenue potential while aligning them with long-term business objectives

Focus on Differentiated Products

Emphasis on developing unique, high-value and differentiated therapeutic agents rather than "me-too" drugs

Therapeutic Area Specialisation

Concentrating R&D efforts on key therapy areas including cardiovascular, diabetology, dermatology, oncology, ophthalmic, injectables and inhalations.

Flexible R&D Model

Leveraging multiple R&D centres and strategic collaborations to accelerate development, optimise costs and access innovation

Speed and Efficiency

Dedicated teams for each dosage form category enabling faster development, regulatory filings and commercialisation

Business-Aligned Innovation

R&D initiatives closely integrated with business strategy through technology development, cross-functional collaboration and balanced portfolio management

DIGITAL & TECHNOLOGICAL ADVANCEMENTS

Our Company has strengthened its digital backbone to enhance data reliability, operational efficiency and informed decision-making. Key enterprise functions—including supply chain, finance and quality—are seamlessly integrated through SAP ERP, creating a unified and transparent operating environment. Our human capital processes are managed through SAP SuccessFactors, enabling complete digital management of the employee lifecycle from onboarding to performance evaluation.

Our client-facing and commercial functions are supported by Salesforce Cloud CRM, which enhances visibility across sales, marketing and customer engagement activities. Within our laboratories, we use a Laboratory Information Management System (LIMS) to streamline analytical workflows, strengthen compliance oversight and minimise manual intervention. Our electronic Quality Management System (e-QMS) standardises documentation practices and improves audit preparedness. We have also implemented an electronic Laboratory Notebook (E-Lab Notebook) to support formulation development and enable efficient documentation and tracking of R&D activities. In addition, we use UDAY and ANVAY software to monitor product development milestones and improve project visibility.

Digitalisation has enhanced operational efficiency across R&D activities by enabling quicker preparation, management and retrieval of documents. It also ensures comprehensive traceability of development processes, which is critical for regulatory documentation, filings and approval procedures.

STRENGTHENING QUALITY THROUGH ADVANCED ANALYTICAL CAPABILITIES

Advanced R&D analytical capabilities support complex formulation development with a focus on precision and regulatory compliance. These include impurity characterisation and identification of impurity pathways to develop robust and stable dosage forms. The recently procured **Copley instrument** for inhalation particle characterisation further strengthens capabilities and supports faster product approvals.

More than **120**
Advanced Analytical Tests Conducted

~20 %
First pass approval rate

DRIVING INNOVATION THROUGH PARTNERSHIPS

As part of our commitment to expanding technological depth and accelerating portfolio innovation, we have strategically leveraged international licensing collaborations to complement our in-house R&D strengths. These partnerships provide access to advanced platforms and specialised formulations, enabling us to introduce differentiated therapies and broaden our product landscape in India.

Under this approach, we secured exclusive Indian rights from **Triple Hair (Canada)** for a patented topical solution targeting alopecia, strengthening our dermatology portfolio with clinically distinctive offerings.

We have established strategic collaborations with leading pharmaceutical companies including Bayer, Abbott, Dr. Reddy's Laboratories, Sun Pharma, Lupin, Alkem, Torrent, Cipla, Zydus, Intas, Glenmark, Mankind, Microlabs, IPCA, Aurobindo and Blue Cross for the development and commercialisation of products across multiple therapeutic categories such as hematinics, analgesics, diabetology, CNS, gastrointestinals and hepatology.

Further, through our collaboration with **Caregen (South Korea),** we obtained exclusive rights to market peptide-based dermatological and therapeutic products in India, enabling us to harness advanced peptide technologies and expand into high-value therapeutic segments.

DATA PROTECTION AND CYBERSECURITY

Data protection and cybersecurity form a critical pillar of the Company's governance and risk management framework. A structured data privacy programme has been implemented in alignment with the Digital Personal Data Protection Act, 2023 (India), GDPR and other applicable regulatory requirements. The framework covers all categories of personal and sensitive data across employees, customers, vendors and digital platform users.

A formal governance structure, led by a designated Data Protection Officer, oversees compliance through defined mechanisms such as Record of Processing Activities, Data Protection Impact Assessments and established incident response protocols. Personal data processing is governed by clearly defined legal bases, including consent, contractual obligations and statutory requirements.

From a cybersecurity perspective, layered technical and organisational safeguards have been deployed, including ISO 27001-certified hosting environments, access controls, multi-factor authentication, encrypted backups and periodic vulnerability assessments. Structured breach detection and response mechanisms ensure timely containment and regulatory reporting where required.

Privacy-by-design principles, controlled data retention practices and continuous employee awareness programmes further strengthen resilience against evolving cyber risks. Collectively, these measures reinforce operational integrity, regulatory compliance and stakeholder trust.



Human Capital

EMPOWERING PEOPLE TO DRIVE EXCELLENCE

Human capital remains central to Akums' long-term value creation, enabling innovation, operational excellence and sustainable growth. As we scale and navigate evolving regulatory demands, we continue to strengthen workforce capabilities through focused skill development. This is complemented by our unwavering commitment to safety and well-being, anchored in a zero-tolerance approach and proactive initiatives that foster a healthy, engaged and resilient workforce.

Stakeholder Impacted

Capital Trade-off

Material Issues Addressed

- Occupational Health & Safety
- Labour Management
- Employee Training & Development
- Diversity, Equity & Inclusion
- Employee Well-being
- Protection of Human Rights

Our Focus Area

- Embedding safety governance, preventive health monitoring, structured training programmes
- Leadership pipeline development, merit-based progression, grievance redressal mechanisms
- Continuous capability building
- Human rights enforcement, fair wages, grievance channels
- Governance-backed appraisal systems, transparent reporting, ethical practices

Strategic Theme

- Sustainable & Responsible Manufacturing
- CDMO Platform Deepening
- Innovation-led Product Pipeline
- Global Market & Export Enablement
- Complex Dosage & Capability Expansion

Alignment with UNSDGs

6,455
Total number of employees

11,555
Total number of workers

₹ 7,538 Million
Total employee cost (employee including worker)

12.50%
Women in leadership role

TALENT ACQUISITION AND WORKFORCE STABILITY

Talent acquisition and workforce stability remain key priorities, closely aligned with our capacity expansion plans and evolving product pipeline. These efforts enable Akums to secure critical skills, ensure operational continuity and deliver consistent high-quality performance across its manufacturing and innovation value chain. During the year, we further strengthened our workforce, reflecting our ability to attract and retain skilled talent in a dynamic and evolving CDMO landscape.

Our hiring approach remains disciplined and need-based, ensuring that every addition strengthens manufacturing capabilities, enhances operational efficiency and reinforces adherence to quality standards. This is complemented by a sustained focus on employee engagement, skill development and a supportive work environment, enabling us to build a resilient, high-performing workforce aligned with our growth ambitions.

- Performance management links individual goals with operational and quality outcomes to drive accountability
- Structured engagement and career mobility initiatives support retention and workforce stability
- Focused well-being programmes foster a motivated and resilient workforce across locations
- Strong occupational health and safety practices ensure a safe workplace and sustain operational continuity

80.95%
% retention rate of permanent employees





ENSURING EQUAL OPPORTUNITY

Equal Opportunity at Akums is embedded as a core priority for our Company. We provide equitable access to hiring, development and career progression, supported by a culture of respect and zero tolerance for discrimination. Robust, Board-supervised grievance redressal mechanisms further ensure fairness, accountability and employee trust. Together, these elements uphold integrity, respect and inclusivity, strengthening workforce stability and enables stronger engagement, diverse thinking and a high-performing workforce aligned with our growth ambitions.

- Our workforce composition reflects our commitment to diversity and inclusion, with women representing 24.01% of our total workforce, demonstrating measurable progress towards building a balanced and inclusive talent pool in a regulated manufacturing environment
- By embedding workforce diversity and inclusion into our operational and governance frameworks, we enhance productivity, foster innovation and strengthen our competitiveness in global regulated markets, while building a transparent, high-performing and future-ready organisation

4,325
Number of Women Workforce

24.01 %
of women workforce

REATING A TWO-WAY CULTURE

At Akums, we foster a two-way culture through structured engagement platforms such as town halls, leadership connect sessions and digital feedback channels, enabling open and transparent communication across all levels. This culture is anchored in policies like the Human Rights Policy and Whistle Blower Policy, which provide safe, fair and confidential avenues for employees to raise concerns and share feedback.

We actively encourage workforce inputs and systematically review and integrate them into our decision-making, creating a continuous feedback loop between employees and leadership. This integrated approach is reflected in timely grievance resolution, active participation and visible action on feedback, keeping our culture responsive, inclusive and aligned with organisational priorities.

Employee suggestions have a direct line to quality and safety committees, enabling faster root-cause resolution and lowering compliance incidents, while periodic town halls and targeted leadership cohorts close the loop between strategy and shop-floor execution

Ethical reporting structures, escalation protocols and governance-linked feedback pathways protect employee rights, preserve accountability and reinforce workforce stability, productivity and growth across our operations

EMPLOYEES AND WORKERS HEALTH AND SAFETY

Safety is embedded as a core organisational value, with our people at the heart of a proactive and prevention-led safety culture. We drive this through continuous awareness programmes, role-specific training and structured risk assessments to effectively identify and mitigate workplace hazards. Active employee participation further strengthens hazard identification and reinforces safe practices across our manufacturing sites.

- Leadership accountability remains integral, supported by ISO 45001:2018-aligned systems, regular audits and continuous reviews to ensure adherence to the highest safety standards. During the year, we conducted 11,555 training sessions across key safety areas, reported 34 incidents and maintained an LTIFR of 1.23, reflecting our sustained focus on safety excellence and operational discipline. Role-specific training and regular assessments of safety training strengthen on-ground safety capabilities across our facility network, ensuring that risks are identified, communicated and mitigated effectively at every level of the organisation
- At Akums, our safety training programmes are designed to build strong foundational awareness across key areas such as Hazard Identification and Risk Assessment (HIRA), Fire Safety and Emergency Response First Aid and Basic Life Support and Personal Protective Equipment usage
- We further strengthen on-ground safety practices through focused training on Electrical Safety Machine Safety and Lockout Tagout (LOTO), Occupational Health and Hygiene Ergonomics Workplace Safety and Permit to Work PTW systems ensuring consistent safety standards across all sites
- Workplace health programmes support long-term workforce resilience through preventive care and well-being initiatives, embedding occupational health as a core element of our people's framework and site governance
- Our ISO 45001:2018-aligned safety management system is underpinned by periodic audits, continuous improvement protocols and measurable performance indicators that reinforce execution discipline and protect both workforce wellbeing and operational continuity



11,555 Worker trained on health & safety

34 Incidents reported during the year

0.78 LTIFR

6,455 Employees trained on health and Safety

100% Workforce trained for on Health & Safety

EMPLOYEE CONNECTION AND CARE

Employee engagement is central to building a connected, motivated and high-performing workforce. Structured engagement platforms and initiatives such as Diwali and Holi celebrations, along with International Yoga Day, promote engagement, well-being and a sense of belonging. We also support employee health through medical benefits, wellness programmes and preventive care initiatives. Through structured engagement initiatives and well-being programmes, we strengthen employee connect, enhance satisfaction and create a supportive environment where our people remain aligned with organisational goals and empowered to deliver their best.

- Well-being programmes, preventive health initiatives and grievance redressal mechanisms ensure employee rights, resilience and trust are protected and consistently upheld across all sites
- Employee connection and care is operationalised as a measurable, governed discipline that reinforces retention, workforce continuity and operational resilience, embedding people's outcomes as a core driver of sustainable shareholder value

84.54%
Employee covered under health insurance

100%
Employee covered under accident insurance



DIVERSITY AND INCLUSION

Diversity and inclusion are integral to our people philosophy, enabling us to build a balanced, innovative and high-performing organisation. Our approach is anchored in equal opportunity, non-discrimination and a respectful workplace culture, supported by policies such as the Human Rights Policy, Equal Opportunity Policy, Prevention of Sexual Harassment (POSH) Policy and Whistle Blower Policy.

We track diversity through measurable indicators and continuously improve representation across roles. This structured approach enhances collaboration, drives productivity and reinforces our ability to operate effectively in regulated environments while creating long-term organisational value.

- Workforce diversity and inclusion metrics are tracked through dashboards and regularly reviewed at leadership forums, ensuring measurable progress and equitable representation across roles
- Inclusion is operationalised through targeted awareness programmes, fair workplace practices and structured grievance mechanisms, reinforcing a respectful and safe work environment
- Capability development and access to opportunities are enabled through transparent processes, ensuring equitable participation and sustained workforce inclusion across the organisation

Permanent Employees	6,455
Other than Permanent Employees	0
Permanent workers	882
Other than Permanent workers	10,673
Total	18,010

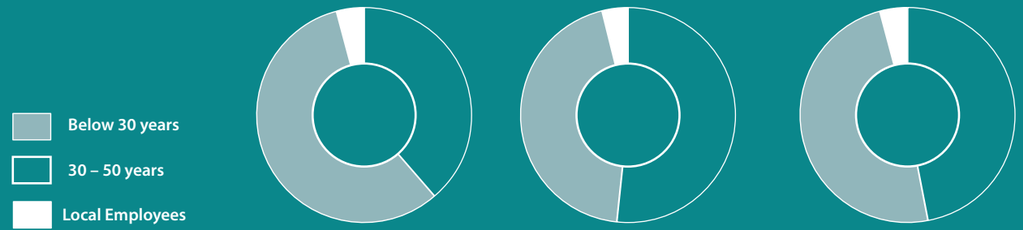
Male Employees
5,732

Female Employees
723

Total
6,455



Local Employees	2,013
Non-Local Employees	4,442
Total	6,455



Age Group	Employees (No.)	Workers (No.)	Total
Below 30 years	2,495	5,994	8,489
30 – 50 years	3,692	5,112	8,804
Above 50 years	268	449	717
Total	6,455	11,555	18,010

TRAINING AND DEVELOPMENT

Training and development serve as a strategic lever to build a highly skilled, future-ready workforce that drives quality, innovation and operational excellence. We focus on strengthening technical, functional and behavioural capabilities through structured learning programmes tailored to evolving business needs and regulatory requirements. Through sustained investment in learning and development, we strengthen workforce capability, enhance operational excellence and reinforce our long-term growth trajectory. During FY 2025–26, 6,455 employees were trained, reflecting the scale of our initiatives. This structured approach strengthens capability, enhances execution discipline and reinforces regulatory confidence, supporting sustainable long-term value creation.

- Training is delivered through classroom sessions, practical drills, on-the-job coaching and cross-functional rotations, covering GMP, quality systems, data integrity, EHS, technical and behavioural skills
- Health safety and well-being training covering workplace safety ergonomics and preventive health awareness
- Digital and technology training including ERP systems automation tools and data analytics

Leadership and managerial development programmes for current and emerging leadersTraining enhances employee capabilities, strengthens role effectiveness and supports continuous career growth, creating a more confident and competent workforce. This, in turn, enables the Company to build agility, drive operational excellence, ensure regulatory compliance and sustain long-term growth.

18,000+
Total workforce trained during the year

PERFORMANCE APPRAISAL FRAMEWORK

At Akums, we manage performance appraisal through a structured framework with defined goal setting and periodic reviews aligned to business and quality objectives. Guided by our Performance Management Policy, Code of Conduct and HR Manual, we assess role-based objectives, competencies, behavioural parameters and compliance adherence. Outcomes are linked to rewards, development plans and improvement actions, resulting in stronger accountability, consistent performance and enhanced organisational effectiveness.

- Performance outcomes at Akums are directly linked to role-specific development plans, targeted capability building and succession pipelines for critical positions, with progress tracked through structured review mechanisms
- Rewards and progression are aligned to individual contributions in quality, compliance adherence and operational performance across manufacturing and support functions
- This appraisal framework strengthens accountability at site and functional levels, improves execution discipline and ensures consistency in quality and compliance, supporting reliable operations and long-term value creation.

6,455
Total employee trained

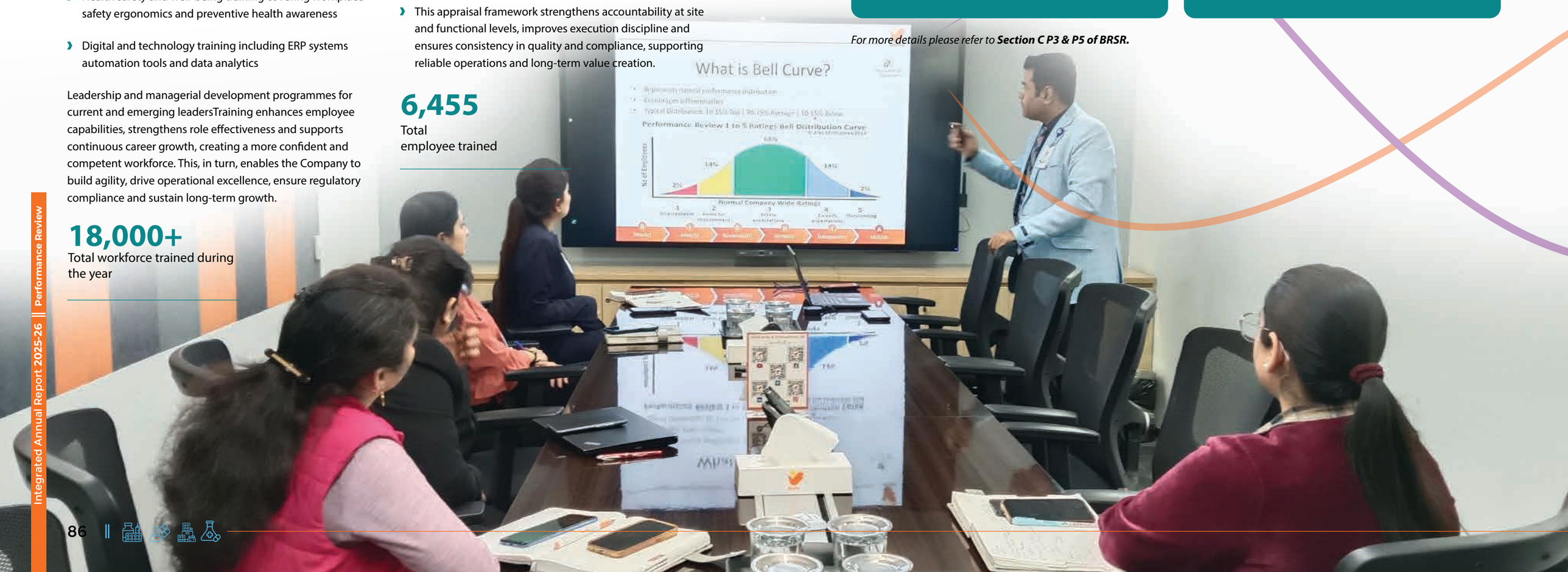
HUMAN RIGHTS

Our approach to human rights is anchored in a zero-tolerance stance on discrimination, harassment and any form of human rights violation across operations. Guided by our Human Rights Policy, Code of Conduct and POSH Policy, we ensure fair treatment and equal opportunity for all employees and workers.

We extend these expectations to suppliers and contractors through defined codes, contractual requirements and periodic assessments, ensuring alignment with ethical, labour and workplace standards. This structured approach strengthens compliance, builds trust and reinforces responsible business practices across our value chain.

- Zero-tolerance stance on discrimination, harassment, forced labour and child labour is embedded within the code of conduct and supplier standards
- Labour and human rights standards are upheld across all locations and contractor relationships, with contractual provisions embedding these expectations into operating practices
- Supplier and contractor alignment is secured via onboarding criteria, periodic assessments and contractual commitments to human rights standards
- We uphold fair wages, safe working conditions and equal treatment across our workforce, supported by structured audits and ongoing monitoring

*For more details please refer to **Section C P3 & P5 of BRSR.***



Social and Relationship Capital

PARTNERSHIPS THAT POWER PROGRESS

At Akums, our commitment extends beyond healthcare manufacturing to creating a meaningful and lasting impact on society. We believe that true progress is achieved when business growth is accompanied by the well-being and advancement of the communities we serve. Driven by this philosophy, we continued to undertake initiatives focused on improving the quality of life of underserved and vulnerable sections of society.

Stakeholder Impacted

Strategic Theme

- Sustainable & Responsible Manufacturing

Material Issues Addressed

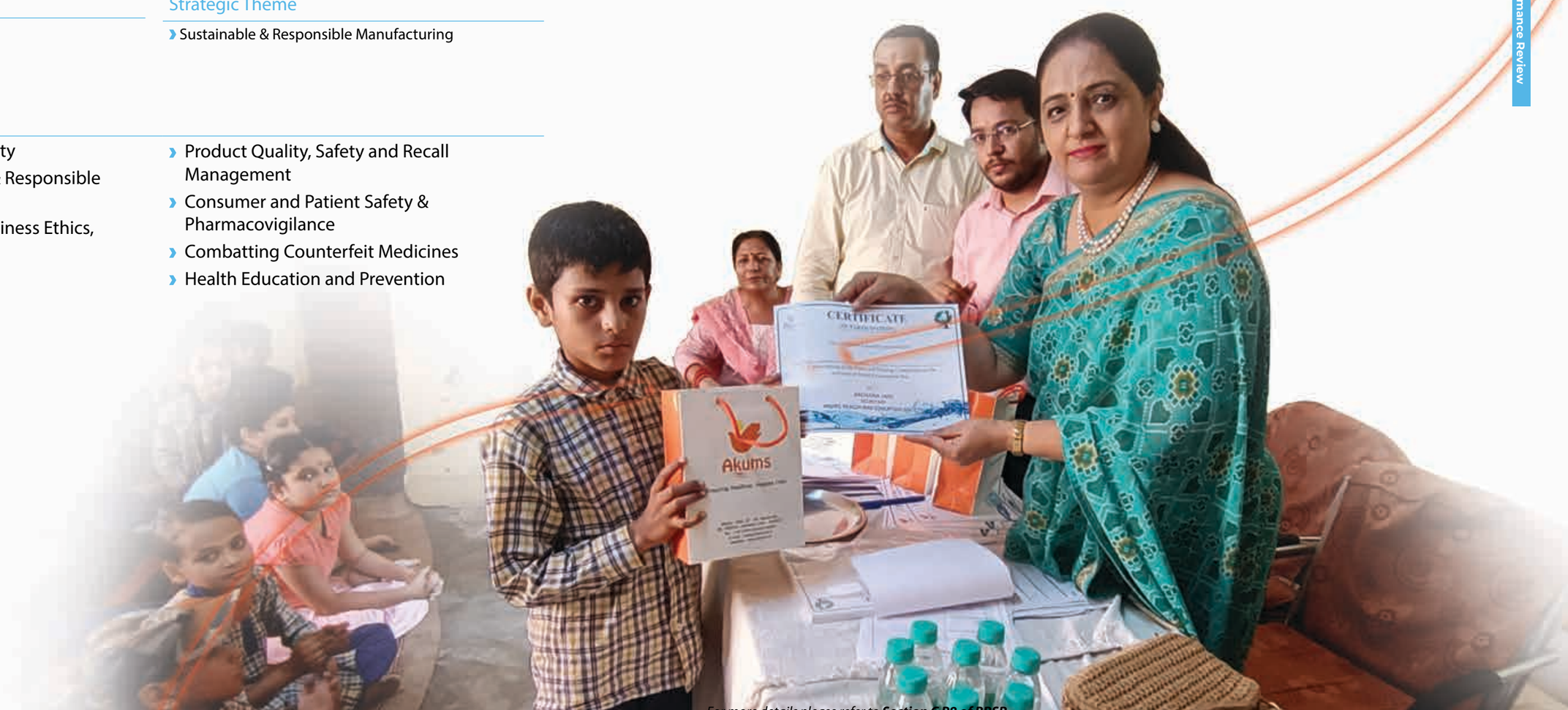
- Occupational Health & Safety
- Sustainable Supply Chain & Responsible Procurement
- Corporate Governance, Business Ethics, Integrity & Transparency
- Raw Material Sourcing
- Product Quality, Safety and Recall Management
- Consumer and Patient Safety & Pharmacovigilance
- Combatting Counterfeit Medicines
- Health Education and Prevention

Alignment with UNSDGs

Capital Trade-off

Our Focus Area

- Responsible sourcing, ethical procurement practices and long-term supplier partnerships
- Community healthcare, sanitation, environmental stewardship and inclusive social development
- Regulatory compliance, ethical business conduct and transparent governance
- Safe and quality healthcare solutions, customer trust and patient well-being



*For more details please refer to **Section C P8 of BRSR.***

HEALTHCARE INITIATIVES

As a healthcare-focused organisation, we remained committed to improving access to quality healthcare services for underserved communities. Through various healthcare initiatives, we supported preventive care, health awareness, medical assistance, and community well-being. Our efforts were aimed at strengthening healthcare accessibility and improving health outcomes for economically weaker sections of society.

MEDICINE DISTRIBUTION

We undertook medicine distribution initiatives to support individuals and communities with limited access to essential medicines. By facilitating the availability of medicines and healthcare support, we aimed to address immediate medical needs and contribute towards better health management among beneficiaries. These initiatives reflected our continued commitment to accessible and affordable healthcare for all.

EDUCATION AND CHILD WELFARE

Our support towards education and child welfare initiatives focused on nurturing young minds and enabling inclusive growth. Our efforts were directed towards improving access to learning opportunities, supporting educational development and enhancing the overall well-being of children from underprivileged backgrounds. Through these initiatives, we sought to empower the next generation and contribute towards building a more equitable and progressive society.

SPORTS PROMOTION

We supported sports and recreational initiatives to encourage physical fitness, discipline, teamwork, and youth development. By promoting participation in sporting activities at the grassroots level, we sought to nurture young talent, inspire confidence, and encourage healthy lifestyles among children and youth. Through these initiatives, we endeavoured to foster community engagement and holistic development.



Robust Customer Base

At Akums, CDMO client base spans pharmaceutical, nutraceutical, cosmeceutical and wellness companies, alongside e-commerce players, healthcare providers and government institutions. We manufacture formulations for 26 of the top 30 pharmaceutical companies in India by sales, reflecting the scale and trust embedded in our platform. Through differentiated dosage forms and deep regulatory expertise, our dedicated team supports clients in navigating evolving compliance requirements. Strong, long-standing partnerships are evidenced by consistent repeat business from a majority of our largest CDMO clients over the past five years.

Active CDMO Customers



PROCUREMENT

Our procurement function plays a critical role in supporting manufacturing continuity, cost efficiency and supply chain resilience. Anchored in structured sourcing practices and disciplined vendor governance, the function ensures timely availability of raw materials, APIs and packaging inputs across our manufacturing network. By combining strategic sourcing, market intelligence and robust supplier evaluation mechanisms, we strengthen operational stability while safeguarding competitiveness in a dynamic input cost environment.

Procurement Process

We formalise supplier relationships through comprehensive master agreements that clearly establish commercial and operational expectations. These agreements typically cover:



For API sourcing our process encompasses rigorous supplier qualification, periodic audits, ongoing performance monitoring, and a continuous improvement framework to ensure sustained quality and reliability.

Procurement activities are subsequently carried out through structured purchase orders under this established framework, enabling operational flexibility while ensuring governance, traceability and disciplined control.

Cost Optimisation Initiatives

To enhance cost efficiency, we leverage scale advantages through volume consolidation, long-term rate contracts and strategic negotiations. Continuous price benchmarking, alternate sourcing and selective localisation initiatives support sustained input cost management.

Managing Raw Material Price Volatility

We manage raw material and API price volatility through diversified sourcing, a balanced mix of spot and contract purchases and continuous market intelligence tracking. Close coordination between procurement and business teams enables timely response to pricing cycles.

Ensuring Raw Material Consistency

Supplier onboarding follows a structured technical evaluation process, including audits and documentation checks, capability assessment and documentation review. Incoming materials undergo defined testing protocols before release for production, ensuring consistency and reliability in supply.

Quality Assurance Framework

Procurement ensures consistent quality of raw materials and APIs through rigorous supplier qualification, comprehensive batch testing, and continuous performance monitoring, underpinned by strict adherence to GMP and ICH Q7 standards. This integrated and disciplined approach effectively balances cost efficiency with regulatory compliance, thereby safeguarding product integrity and ensuring reliability across the supply chain.

All incoming materials are recorded in SAP systems, ensuring complete traceability and inventory visibility. Raw materials undergo stringent testing at Quality Control (QC) laboratories before being released for production. Any mismatch between vendor dispatch and SAP receipt is promptly investigated. This process ensures accuracy, quality compliance, and robust control across the supply chain.

Vendor Evaluation Framework

A structured and performance-driven evaluation mechanism governs supplier onboarding and periodic review, ensuring a resilient and high-performing supply ecosystem. The framework is built around the following assessment dimensions:

Supplier Identification	Identification of potential suppliers through market research and industry networks
Document Review	Evaluation of supplier questionnaires, technical documents, licenses and certifications
Sample Testing	Pre-qualification through testing of material samples against predefined specifications
On-site Audit	Facility audits to assess manufacturing capability and compliance with Good Manufacturing Practices (GxP)
Quality Review	Detailed review of audit findings and supplier capability by the Corporate Quality Assurance (CQA) team
Final Approval	Supplier approval granted by CQA before procurement activities commence

This comprehensive evaluation architecture enables risk mitigation, performance transparency and sustained supply continuity.

Supplier Selection and Periodic Review

At Akums, we follow a structured and criteria-based approach to select and monitor our suppliers, ensuring consistent quality, reliability and cost efficiency across our supply chain. Through defined evaluation parameters and periodic performance reviews, we ensure that our suppliers continue to meet our operational, regulatory and quality requirements.

Key Supplier Selection Criteria

- **Regulatory compliance:** We prioritise suppliers with valid licenses, certifications and adherence to applicable regulatory standards
- **Technical capability:** We assess the supplier's ability to meet required product specifications and quality parameters
- **Manufacturing capacity:** We evaluate whether suppliers possess adequate infrastructure and production capability to ensure consistent supply
- **Delivery reliability:** We review suppliers' track record of timely and dependable deliveries
- **Cost competitiveness:** We consider the total cost of ownership, including unit price, logistics and storage costs

Supplier Performance Monitoring

- **Periodic evaluations:** We conduct periodic evaluations of suppliers of raw materials and APIs at defined intervals
- **On-site assessments:** We undertake on-site visits to review manufacturing practices and quality systems
- **Performance reviews:** We continuously monitor supply consistency, quality compliance and delivery reliability to maintain supply chain stability

Sourcing Strategy

To ensure supply continuity and cost efficiency, a structured sourcing approach has been adopted, anchored in resilience and scale.

Localisation: Greater emphasis is placed on domestic sourcing to reduce dependence on imports and strengthen supply stability.

Diversification: A multi-vendor framework is maintained to minimise concentration risk and enhance sourcing flexibility.

Cost Optimisation: Bulk procurement, scale leverage and continuous market tracking enable competitive pricing and improved input cost management.

Stage	Key Activities	Objective
Supplier Identification	Identification of potential vendors through market research and industry networks	Build a reliable supplier base
Initial Evaluation	Review of supplier questionnaires, licenses, certifications and technical documentation	Assess supplier capability and compliance
Sample Testing	Testing of samples against predefined specifications	Verify quality and suitability
On-site Audit	Facility audits to assess GxP compliance and manufacturing capability	Ensure adherence to regulatory standards
Final Approval	Approval by Corporate Quality Assurance (CQA)	Formal qualification of supplier
Procurement	Placement of purchase orders and supply of materials	Ensure reliable sourcing
QC Testing	Incoming materials undergo quality testing	Maintain material quality standards
Periodic Evaluation	Performance review and on-site assessments at defined intervals	Ensure ongoing supplier reliability

TECHNOLOGY, AUTOMATION & DIGITALISATION

Strengthening Digital Infrastructure

We continue to invest in advanced digital systems and automation tools to improve operational efficiency, strengthen quality management and enable data-driven decision-making across our manufacturing operations. Through the integration of enterprise platforms, laboratory systems and digital applications, we are enhancing transparency, traceability and process control throughout our value chain.

Enterprise Systems and Integrated Platforms

Our operations are supported by integrated enterprise platforms such as **SAP ECC,** which enables seamless management of procurement, inventory, production planning and financial operations. These systems help us streamline workflows, improve coordination across departments and ensure real-time visibility into operational performance.

Laboratory Digitalisation and Quality Systems

We have strengthened our laboratory and quality management capabilities through the implementation and enhancement of **Laboratory Information Management Systems (LIMS)** and advanced laboratory applications such as **LabSolution and OpenLab CDS (Agilent).** These platforms help automate analytical workflows, improve data integrity and enhance regulatory compliance. Additionally, **eQMS** and **BIMS** systems support digital quality documentation, audit readiness and improved quality oversight.

Warehouse Automation and Traceability

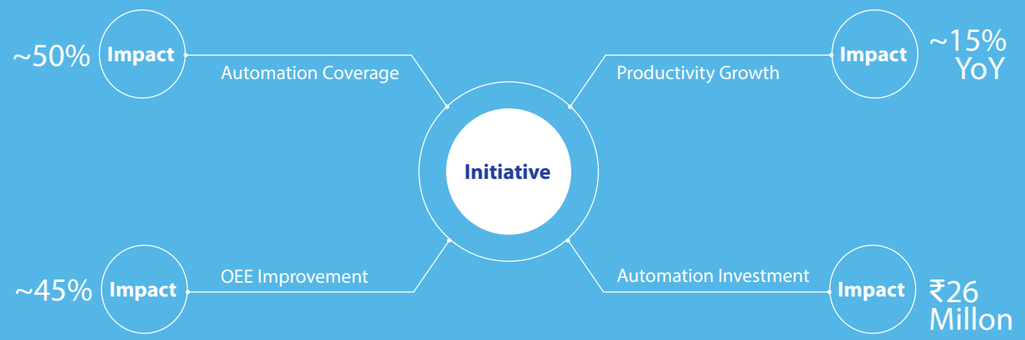
To improve inventory control and supply chain efficiency, we have implemented **warehouse mobility solutions with QR-code enabled systems.** These technologies enable accurate material tracking, real-time inventory updates and improved warehouse management across manufacturing facilities. The implementation of **Track & Trace solutions** further strengthens product traceability and regulatory compliance throughout the distribution process.

Digital Manufacturing and Process Applications

We have introduced several digital applications to enhance operational workflows and documentation processes. These include **BMR/BPR digital libraries, online shipper label printing systems, carton fit applications for shipper size optimisation, and digital insert applications.** These tools help streamline manufacturing documentation, reduce manual interventions and improve process standardisation.

Advanced Planning and Data Analytics

To support better production planning and operational visibility, we have implemented tools such as PlanVisage for supply chain planning and Tableau dashboards for data analytics and reporting. These platforms enable real-time performance monitoring, predictive insights and improved decision-making across operational functions.



NATURAL CAPITAL

BALANCING GROWTH WITH NATURE CONSERVATION

At Akums, we are committed to integrating sustainability into our operations by improving resource efficiency, optimising processes, and minimising environmental impact. All our manufacturing facilities are certified with ISO 14001, reinforcing a structured approach to environmental management. We continue to strengthen our practices through increased use of renewable energy, responsible waste management, and efficient water use, supporting a more sustainable and resilient future.

Our commitment is unwavering: Environmental stewardship enabling pharmaceutical innovation for global health.

Stakeholder Impacted

Capital Trade-off

Material Issues Addressed

- Waste Management
- Water Management
- Renewable Energy
- Climate Change
- Emissions & Energy management
- Biodiversity & Land Use
- Sustainable Supply Chain & Procurement
- Raw Material Sourcing

Strategic Theme

- Sustainable & Responsible Manufacturing
- Global Market & Export Enablement

Alignment with UNSDGs

Our Focus Area

- Reduction of air emissions, and safe disposal of hazardous and non-hazardous waste at plant locations
- Water conservation and recycling initiatives
- Scaling renewable energy procurement (solar and biomass)
- Driving climate-related disclosures, exploring greener and cleaner technologies, and supporting sustainability-linked community initiatives
- Responsible land use and efficient infrastructure management.
  Emissions control and climate-aligned operations.
- Strengthening pollution control systems, ensuring adherence to environmental norms, and maintaining ISO 14001-certified environmental management systems
- Tracking GHG emissions intensity
- Adoption of eco-friendly packaging formats, reduction in material intensity, and optimisation of product carbon footprint across formulations
- Building Environmental awareness, driving resource efficiency practices on shop floors, and strengthening a culture of environmental responsibility

Key Environmental initiatives during FY 2025-26:

Continuous improvement plans developed with guidelines serving as the foundational framework

Improving efficiency of HVAC and boiler systems

Strengthening environment data measurement and monitoring, transparency and verification through third party audits and assurance process

Steering the transition to cleaner energy solution through adoption of cleaner fuel sources and infrastructural changes like rooftop solar installation



ENERGY EFFICIENCY

We enhanced energy efficiency across our formulation and API operations through a structured, data-driven approach aligned with ISO 50001:2018. Our initiatives focus on optimising energy consumption, improving process efficiency, and upgrading infrastructure to reduce overall environmental impact.

Through regular energy audits and continuous monitoring, we identify inefficiencies and implement targeted improvements across utilities and operations. Key interventions include Achieved significant resource efficiency improvements through multiple energy, water, and process optimization initiatives across operations.

Realized annual savings of over 2 Million kWh of energy, 31,000+ KL of water, and ₹560+ lakh in operational costs through efficiency enhancement projects.
Improved utility performance through chiller, cooling tower, boiler, pump, HVAC, and condensate recovery optimization initiatives.

Enhanced circular resource utilization by reusing UF reject water, increasing condensate recovery, and reducing effluent COD load through solvent recovery initiatives.
Strengthened renewable and cost-efficient energy adoption through solar power implementation and power procurement optimization via IEX trading.

These initiatives have resulted in annual electricity savings while contributing to improved energy performance, cost optimisation, and reduced emissions across our facilities.

251.49

Total Energy consumption per Rs of revenue

Renewable Energy Integration

Renewable energy remains a key pillar of our decarbonisation strategy. Accordingly, we are increasing the share of clean energy through rooftop solar installations and greater adoption of biomass fuels across operations.

This transition is further supported by the deployment of advanced biomass boilers and the use of cleaner fuel alternatives, enabling us to progressively reduce dependence on conventional fuels and enhance the sustainability of our energy mix.

Total energy consumption from renewable sources (in GJ)

FY 2025-26	3,36,446.52
FY 2024-25	3,60,176.54
FY 2023-24	2,89,293.48

Other Energy Efficiency Initiatives Taken during the Year

Across our key sites in Haridwar, Baddi, and Barwala, we actively drive a unified and integrated approach to sustainability, advancing renewable energy adoption, strengthening water stewardship, and enhancing ecosystem conservation to support responsible growth.

Installed 1,200 kWp rooftop solar plant generating 3,999.88 GJ of energy in the FY2025-26'



Scope 1: Direct Emissions

Scope 1 emissions refer to direct GHG emissions from sources owned or controlled by the organization, including emissions from fuel consumption in operations, company-owned vehicles (petrol and diesel), company-owned diesel generator (DG) sets as well as emissions due to refrigerants and from fire extinguishers.

Emissions from operations, company-owned vehicles and DG sets have been estimated by applying emission factors from Defra. Emissions from fire extinguishers are calculated using operational data. For refrigerants, emissions are calculated using GWP values from the IPCC AR6.

Scope 2 (Indirect GHG Emissions from Purchased Electricity)

Our Scope 2 emissions account for indirect GHG emissions from consumption of electricity purchased from the grid across all operations under the organisation's operational control.

In FY 2025-26, in continuation to our approach, we measured our activity data for Scope 2 using actual monitored electricity consumption (kWh) data. We calculate scope 2 using market-based approach and have applied the grid emission factor from Version 21 of the Central Electricity Authority's (CEA) CO2 database to calculate emissions.

Scope 3 (Other Indirect Emissions)

Scope 3 emissions represent indirect GHG emissions that occur in the organization's value chain but are not included in our Scope 1 or Scope 2. For FY 2025-26, Scope 3 emissions reporting covers the following categories:

Category 1: Purchased Goods and Services: For Purchased goods and services category, Akums only calculates the emissions for Purchased goods which includes Raw Material and Packaging Material. We are working on increasing the coverage to purchased goods including consumables, spares and services. Emissions were estimated using activity data and corresponding emission factors from US EPA.

Category 3: Fuel- and energy related activities- Emissions were estimated using activity data and corresponding emission factors. Emission factors were sourced from the latest DEFRA database and Central Electricity Authority (CEA).

Category 5: Waste generated in operations- Emissions for all waste types are estimated using emission factors from the DEFRA database.

Category 6: Business Travel- Emissions from business travel are estimated based on distance travelled, fuel consumption details and applying emission factors from the India GHG Programme and DEFRA database.

Category 7: Employee Commute- In the current FY2025-26, Employee commute has been calculated using secondary literature with information on commute patterns in India and interpolated for the company structure and people.

Performance Indicator	Unit	FY 2025-26	FY 2024-25
Total Scope 1 Emissions	MT CO2e	17,925.07	41,385.11
Total Scope 2 Emissions	MT CO2e	1,20,256.33	1,14,101.23
Scope 3 Emissions	MT CO2e	1,16,734.85	1,76,304.32
GHG Emission Intensity	MT CO2e/ Crores Rev	31.65	37.76
Renewable Energy percentage	%	30.69%	33.70%
Energy Intensity	GJ / Crores Revenue	251.49	259.54
Water Intensity	KL / Crores Revenue	236.47	266.92
Waste Strategy	—	Mature	Mature
Data Verification	—	External	Internal
ESG embedding in Supplier Quality Agreement for screening Supplier/ Vendor code of conduct	% Coverage	Pilot	Pilot
	Coverage		

WATER MANAGEMENT

At Akums, we manage water as a critical natural capital through an integrated approach that combines efficiency, circularity, and strong governance. We actively reduce freshwater dependency by optimising process consumption and expanding reuse across operations, while maintaining rigorous risk management and regulatory compliance. Through targeted interventions across utilities and manufacturing, we continue to lower water intensity and enhance operational resilience. In parallel, we are advancing a circular water model by recovering and reusing water streams across multiple applications, thereby minimising discharge and improving overall resource efficiency. These efforts are further strengthened by investments in infrastructure, deployment of real-time monitoring systems, and structured governance frameworks that enhance oversight and enable timely mitigation of water-related risks, including groundwater protection and contamination prevention.

Category	Parameter	Performance Indicator
Water Efficiency	Reduction in freshwater use	Multiple process-level reductions implemented
Circularity	Number of reuse streams	Multiple (RO, condensate, backwash, reject water)
Risk Management	Contamination prevention	Drainage upgrades and monitoring systems
Governance	Oversight mechanism	Board-level integration and real-time tracking

Key initiatives:

- Reuse of UF rejected water and RO reject streams in cooling towers
- Steam condensate recovery for boiler feed water
- Reuse of MGF and sand filter backwash water for utilities and gardening
- Utilisation of autoclave and ampoule washing reject water
- Reduction in process water consumption (e.g., Linezolid stage optimisation)
- Replacement of purified water with ionized air in bottle cleaning
- Collection and reuse of air purging water
- COD load reduction through solvent recovery (IPA + Methanol + water separation)
- Drainage capacity enhancement to prevent contamination risks
- Planned STP installation for improved sewage management
- Real-time monitoring and board-level oversight of water performance



WASTE MANAGEMENT

As a company, we follow a structured and responsible approach to waste management, aligned with waste hierarchy principles and our 4R philosophy. We focus on reducing waste at source by improving processes and optimising resource use, while ensuring safe handling, storage, and disposal through defined systems and regular training.

Key initiatives:

- Strengthening segregation, storage, and handling systems across sites
- Expanding partnerships with authorised recyclers and vendors
- Enhancing plastic recycling and EPR compliance
- Strengthening tracking and compliant management of e-waste, battery waste and hazardous waste

We work with government-authorised vendors, supported by formal agreements and robust documentation, to ensure compliant disposal. Across waste streams, we manage plastic waste in line with EPR requirements through authorised partners; e-waste is collected, tracked, and disposed of as per regulatory norms; hazardous waste is handled in accordance with site consents and sent to approved recyclers or waste processors; and other waste, including non-hazardous waste, is segregated and sent for further waste processing to authorised Government vendors. These efforts support better resource recovery and reduced landfill impact.

Particulars	FY 2025-26	FY 2024-25	FY 2023-24
Waste Generated Intensity (MT/₹)	2.16	2.17	1.99

BIODIVERSITY: THE PATH TO RESTORATION

At Akums, we embed biodiversity conservation within our broader sustainability framework, reinforcing our commitment to protecting natural ecosystems while creating long-term environmental and social value. We design our initiatives to deliver measurable, outcome-driven impact, with a clear focus on enhancing green cover, restoring ecological balance, and strengthening community participation. Through structured plantation programmes and technology-enabled monitoring, we actively improve ecosystem resilience while ensuring accountability and long-term survival of green assets.

Key initiatives:

- Implement large-scale plantation drive of native species such as Neem, Banyan, Arjun, Jamun, and Moringa
- Deploy a structured Sapling Adoption Model amongst our employees to improve survival rates and ownership
- Establish tracking and periodic health monitoring of saplings through our tracking software and engagement of environmental monitors
- Align biodiversity efforts with SDG 13 (Climate Action) and SDG 15 (Life on Land)
- Expand green cover through other plantation initiatives across multiple locations within and outside of our boundary, resulting in carbon sequestration

Category	Parameter	Performance Indicator
Plantation	Number of trees planted	~3,000 trees in two financial years through Plantation drive engaging our employees
Green Cover	Area developed	~38,000 sq. metres and more through multiple other plantation initiatives
Employee Engagement	Participation	~3,000 employee families involved
Monitoring	Tracking mechanism	Periodic monitoring and assessments
Biodiversity	Species diversity	Multiple native species planted
Alignment	Sustainability goals	SDG 13 & SDG 15

*For more details please refer to **Section C P6 of BRSR.***

Risk Management and Mitigation

CAPABILITIES BUILT FOR GLOBAL EXPANSION

Effective risk management is integral to ensuring the stability, resilience and sustainable growth of our operations. We follow a structured risk management framework to identify, assess and mitigate potential risks across our business functions. Through proactive monitoring, robust internal controls and timely mitigation strategies, we aim to minimise potential disruptions while safeguarding operational efficiency, regulatory compliance and stakeholder value.

Risk Identification Process

Enterprise-wide Risk Assessment
We conduct a comprehensive enterprise-wide risk assessment involving all business functions to identify potential operational, financial and strategic risks.

→

Functional Discussions and Reviews
Each function undertakes structured discussions with process owners, supported by periodic risk reviews, internal audits and data analytics to identify operational vulnerabilities.

→

Company wise Risk Evaluation
Company-wise teams assess specific risks, including regulatory changes, political developments, customer and supplier dependencies.

Risk Consolidation
Insights gathered from functions and companies are gathered at the corporate level and prioritization done.

←

Risk Prioritisation under ERM Framework
All identified risks are mapped within the Enterprise Risk Management (ERM) framework and prioritised based on their likelihood and potential impact.



Risk Mitigation Process

Risk Owner identification and assignment
Following risk identification, dedicated risk and mitigation owners are assigned for each identified risk to ensure clear accountability and ownership.

→

Risk Evaluation and Discussion
Detailed discussions are conducted with the respective owners to analyse root causes, assess potential impact and review existing control mechanisms.

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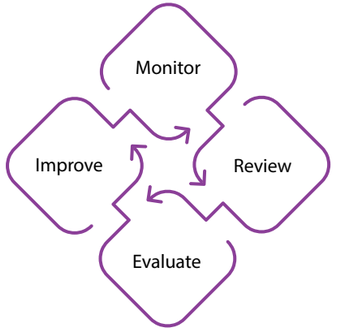
Development of Mitigation Plan
Based on the assessment, a structured mitigation plan is formulated outlining specific actions, timelines and responsible stakeholders.

Monitoring and Effectiveness Review
The effectiveness of mitigation measures is tracked through defined metrics and periodic monitoring to ensure risks are reduced to an acceptable level.

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Implementation of Mitigation Measures
Identified actions are executed across relevant functions to address vulnerabilities and strengthen control mechanisms.

Mitigation Monitoring

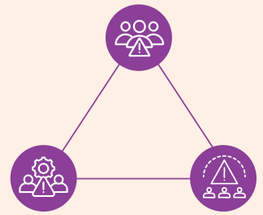


- Mitigation actions tracked through the ERM framework
- Periodic reviews through management and risk committees
- Effectiveness assessed using KPIs, audit findings and risk score trends
- Continuous monitoring to maintain acceptable risk levels

Governance Oversight

Risk Committee Governance

Oversees key risks and mitigation controls



Risk Committee formed by the Board and Senior Management

Quarterly review of mitigation progress and risk management actions

	Risk Description and Impact on our Business	Key Mitigating Actions	Opportunities	Related Material Themes	Capitals Impacted
Economic Risk	Moderation in domestic demand, global macro volatility and API price softness may impact margins, export momentum and capacity utilisation.	› Focus on superior product mix to improve realisations › Cost optimisation across procurement and operations › Disciplined capital allocation › Maintaining strong liquidity and net cash position	› Increased outsourcing to cost-efficient CDMO partners › Growing demand for affordable generics in emerging markets	› Risk Management › Financial Stability	Financial Capital, Manufactured Capital
Supply Chain, Trade & API Procurement Risk	Trade disruptions, geopolitical uncertainties, evolving regulatory frameworks and volatility in API pricing, coupled with supplier concentration risks, may impact export markets, procurement efficiency and overall supply chain stability. This could lead to cost pressures, margin volatility and potential disruptions in manufacturing continuity.	› Geographic diversification across sourcing and markets (Africa, Europe and other regions) › Backward integration through Pure & Cure API facilities › Vendor diversification strategy to reduce supplier dependency › Long-term supply contracts to ensure price and supply stability › Strengthened audit, compliance and regulatory readiness (including EU-GMP) › Strategic initiatives such as Zambia JV for regional manufacturing presence › Enhanced inventory optimisation and planning frameworks	› Margin stabilisation through backward integration › Increased resilience through supply chain diversification favouring India › Expansion opportunities in regulated and semi-regulated markets › Ability to scale API portfolio and reduce external dependency › Strengthened positioning as a reliable global CDMO partner	› Regulatory Compliance › Governance & Ethics	Financial Capital, Intellectual Capital, Social & Relationship Capital
Operational & Capacity Risk	Under-utilisation of new capacities, quality lapses or production disruptions may affect profitability and client trust.	› Multi-location manufacturing footprint › Preventive maintenance and quality audits › Digital production monitoring systems › Focus on improving utilisation and o perating leverage	› Margin expansion as utilisation scales › Enhanced credibility with global CDMO clients	› Labour management › Digitization › Governance	Financial Capital, Intellectual Capital, Human Capital
Competitive Intensity Risk	Pricing pressure across CDMO, branded and API segments due to increasing competition.	› Focus on complex and differentiated formulations › Strengthening client retention through long-term partnerships › Ongoing Portfolio optimisation strategy › Further expansion into Europe and Africa	› Growth in niche therapies and specialty formulations › Increased regulated CDMO mandates	› Customer management › Quality focus and right pricing	Financial Capital, Intellectual Capital, Social & Relationship Capital

Financial Capital · Manufactured Capital · Intellectual Capital · Human Capital · Social & Relationship Capital · Natural Capital

	Risk Description and Impact on our Business	Key Mitigating Actions	Opportunities	Related Material Themes	Capitals Impacted
Regulatory & Compliance Risk	Non-compliance with EU-GMP or domestic regulations may disrupt operations.	› Dedicated regulatory affairs team › Regular internal and external audits › Focus on CEP filings and global certification › Continued strengthening of documentation and quality governance framework	› Enhanced credibility in regulated markets › Long-term global CDMO partnerships	› Regulatory Compliance › Governance & Ethics	
Financial & Liquidity Risk	Working capital pressures and forex exposure may impact profitability.	› Robust cash flows and net cash position ₹16,072 Million › Prudent working capital management › Calibrated capex and inorganic strategy	› Strategic flexibility for expansion and acquisitions › Ability to invest in high-margin segments	› Risk Management › Financial Stability	
Cybersecurity & IT Security Risk	Increasing digital integration across operations exposes the business to cyber threats, data breaches and system disruptions. Compliance with evolving regulations, including the Digital Personal Data Protection (DPDP) Act, 2023, remains critical, as any lapse may lead to financial, operational and reputational impact.	› Deployment of robust cybersecurity systems and access controls › Regular vulnerability assessments and IT audits › Alignment of data governance practices with DPDP Act, 2023 › Implementation of disaster recovery and business continuity frameworks › Ongoing employee awareness on cyber risks	› Strengthened data security and stakeholder confidence › Enhanced resilience of digital operations › Improved compliance readiness in global markets	› Data and Customer Privacy › Digitalisation › Risk Management › Regulatory Compliance	
Human Capital Risk (Talent Retention & Succession)	Sustained growth depends on the ability to attract, retain and develop skilled talent. Higher attrition levels, competition for specialised talent and gaps in succession planning may impact continuity, productivity and long-term value creation.	› Implementation of retention-focused HR practices and career development pathways › Continuous learning and capability-building programmes › Structured succession planning for key roles › Monitoring of attrition trends through data-driven insights › Strengthening employee engagement and workplace culture	› Development of a stable and future-ready workforce › Strong leadership pipeline ensuring business continuity › Enhanced organisational agility and employee engagement	› Employment Practices › Employee Health & Wellness › Diversity & Inclusion › Risk Management	

Financial Capital · Manufactured Capital · Intellectual Capital · Human Capital · Social & Relationship Capital · Natural Capital

GOVERNANCE

At Akums, Board-level oversight underpins our governance framework. The Board, through its committees, reviews operational, financial and compliance matters, providing guidance for effective decision-making. It oversees strategy, policies and control frameworks, ensuring regulatory adherence while monitoring key initiatives and risks, reinforcing ethical conduct, transparency and responsible business operations.

FY 2025-26 marks Akums Drugs and Pharmaceuticals Limited's first full fiscal year as a publicly listed company — and the Board's resolve to govern with the same rigour that defines its manufacturing is unmistakable.

The Co-Founders and Managing Directors Mr. Sanjeev Jain and Mr. Sandeep Jain, whose combined approx 8 decades of experience in pharmaceutical business provide the strategic anchor for a business operating across 14 state of art manufacturing facilities and serving in over 70 countries. Their governance is not ceremonial — it is operational, embedded in every material decision the organisation makes.

In June 2025, the Board inducted Mr. Anil Amin as an Independent Director, strengthening independent oversight and reconstituting its committees. With four independent directors, one non-executive director and three executive directors, the Board maintains a balanced mix of entrepreneurial perspective and structured oversight.

Five layers of assurance — statutory, secretarial, internal, cost, and management audit — underpin a governance architecture that leaves little to chance. One Voluntary product recall due to stability observation and zero workplace fatalities in the baseline year are not footnotes; they are proof of a culture where compliance runs deeper than regulation.

We have undertaken a materiality assessment, endorsed by our Board in FY 2025–26, to identify and prioritise key ESG issues. Based on this assessment, we have identified Corporate Governance, Business Ethics, Regulatory Compliance and Data Privacy as important focus areas, guiding our approach to responsible business practices.

As Akums enters its second year as a listed company, the governance foundation is clear: accountability at the top, independence in oversight, and the discipline of a 22-year-old organisation that has always believed its greatest product is trust.

Committees And Composition Of The Board

Board of Directors

Director	Category	Current — 2026
Mr. Sanjeev Jain	Managing Director (Promoter)	✔
Mr. Sandeep Jain	Managing Director (Promoter)	✔
Mr. Sanjay Sinha	Whole Time Director	✔
Mr. Sunil Kumar Thakur	Non-Executive Director	✔
Mr. Kewal Handa	Independent Director	✔
Ms. Matangi Gowrishankar	Independent Director	✔
Mr. Satwinder Singh	Independent Director	✔
Mr. Anil Amin	Independent Director	(w.e.f. 04.06.2025)

COMMITTEE COMPOSITION

Audit Committee

Member	Current — 2026
Mr. Kewal Handa	Chairman
Ms. Matangi Gowrishankar	✔
Mr. Satwinder Singh	✔
Mr. Sunil Kumar Thakur	✔
Mr. Anil Amin	(w.e.f. 08.08.2025)
Committee Size	5

Nomination & Remuneration Committee (NRC)

Member	Current — 2026
Ms. Matangi Gowrishankar	Chairperson
Mr. Kewal Handa	✔
Mr. Sunil Kumar Thakur	✔
Mr. Satwinder Singh	✔
Committee Size	4

Corporate Social Responsibility (CSR) Committee

Member	Current — 2026
Mr. Sandeep Jain	Chairman
Mr. Sanjeev Jain	✔
Ms. Matangi Gowrishankar	✔
Mr. Sunil Kumar Thakur	✔
Committee Size	4

Risk Management Committee

Member	Current — 2026
Mr. Sanjeev Jain	Chairman
Mr. Sandeep Jain	✔
Mr. Kewal Handa	✔
Ms. Matangi Gowrishankar	✔
Mr. Anil Amin	(w.e.f. 08.08.2025)
Mr. Sumeet Sood (CFO)	✔
Committee Size	6

Stakeholders' Relationship Committee

Member	Current — 2026
Mr. Satwinder Singh	Chairman
Mr. Sanjeev Jain	✔
Mr. Sandeep Jain	(w.e.f. 08.08.2025)
Ms. Matangi Gowrishankar	4
Committee Size	

Current Board & Committee Matrix — 2026 Snapshot

Director	Category	Audit	NRC	CSR	Risk Mgmt.	Stakeholders
Mr. Sanjeev Jain	MD (Promoter)	—	—	✔	C	✔
Mr. Sandeep Jain	MD (Promoter)	—	—	C	✔	✔
Mr. Sanjay Sinha	Whole Time	—	—	—	—	—
Mr. Sunil Kumar Thakur	Non-Exec.	✔	✔	✔	—	—
Mr. Kewal Handa	Independent	C	✔	—	✔	—
Ms. Matangi Gowrishankar	Independent	✔	C	✔	✔	✔
Mr. Satwinder Singh	Independent	✔	✔	—	—	C
Mr. Anil Amin	Independent	✔	—	—	✔	—
Mr. Sumeet Sood (CFO)	KMP (non-Director)	—	—	—	✔	—

✔ = Member | C = Chairperson | — = Not a member

APPOINTMENTS

Name	Appointment Type	Role / Position	Effective Date
Mr. Anil Amin	**Board**	Independent Director	04 June 2025
Mr. Anil Amin	**Committee**	Member — Audit Committee	08 August 2025
Mr. Anil Amin	**Committee**	Member — Risk Management Committee	08 August 2025
Ms. Matangi Gowrishankar	**Committee**	Member — Stakeholders' Relationship Committee	08 August 2025

Board New Board Appointments	Committee New Committee Appointments	Total Actions
1	3	**4**

STRATEGY AND OVERSIGHT

When we built Akums, we built it on trust — the trust of our clients to manufacture their medicines, the trust of our employees to build their careers with us, and the trust of our communities to be a responsible neighbor. These form the foundation of our the everyday decisions that we make to drive business. We are strongly focused on growth, across Indian and global markets. We are fully committed towards our clients, partners, employees, shareholders and stakeholders."

— Mr. Sanjeev Jain & Mr. Sandeep Jain,
Co-Founders & Managing Directors,
Akums Drugs and Pharmaceuticals Limited



RISK MANAGEMENT AND INTERNAL CONTROL

Control Layer	Governance & Strategic Implementation
Board-Level Oversight	**Voluntary Governance Excellence:** Transcending statutory requirements, our **Risk Management Committee**—chaired by MD Mr. Sanjeev Jain and supported by a diverse board of Independent Directors and the CFO—integrates enterprise risk into the core of strategic and financial planning.
Multi-Dimensional Assurance	**Zero-Failure Architecture:** To eliminate systemic bias and single points of failure, internal control is validated by **five independent audit streams** (Statutory, Secretarial, Internal, Cost, and Management) led by global firms including **Walker Chandiok, EY, and Protiviti.**
Quality by Design (QbD)	**Proactive Product Integrity:** Risk mitigation begins at the R&D stage. By identifying **Critical Quality Attributes** before manufacturing, we embed compliance into the product DNA rather than relying on retrospective testing.
Pharma 4.0 Infrastructure	**Digital Ecosystem:** A paperless, automated environment—comprising **SAP, LIMS, and DMS**—digitizes CAPA, Change Management, and Root Cause Analysis, ensuring data integrity across 14 facilities and 1,500+ partnerships.
Global Regulatory Footprint	**Universal Compliance:** Our systems are built to withstand the world's most stringent scrutiny, maintaining a continuous "audit-ready" state for the **UK MHRA, EU GMP, ANVISA, and CDSCO.**
Performance Outcomes	**Quantifiable Safety:** The maturity of our controls is evidenced by **zero forced recalls, zero workplace fatalities,** and a combined **2,220+ DCGI and FSSAI approvals** in the most recent cycle.
Materiality & Continuity	**Dynamic Risk Mapping:** Through **Double Materiality Assessments,** we prioritize Cybersecurity and Business Continuity as high-stakes board topics, ensuring resilience against evolving global threats.

OUR ESTEEMED BOARD MEMBERS



Mr. Sanjeev Jain
(Co-Founder and Managing Director)

C M M

Mr. Sanjeev Jain, Co-founder and Managing Director of Akums Drugs and Pharmaceuticals Limited, has been a driving force behind the Company's evolution into a leading pharmaceutical CDMO platform. A first-generation entrepreneur with nearly four decades of experience in the Indian pharmaceutical industry, he brings deep domain expertise and strategic foresight to the organisation. With around four decades of experience in the pharmaceutical sector, he has overseen key functions including sales, marketing, business development and enterprise risk management, shaping a scalable and resilient business model.

His leadership has been instrumental in expanding Akums' footprint across domestic and international markets, while strengthening its competitive positioning within the pharmaceutical value chain. Widely respected for his industry contributions, Mr. Jain has received several notable recognitions, including the Forbes India DGEMS 2024 Entrepreneurs Award and the India Pharma Leader Award (2018 and 2019) conferred by the Government of India. He has also been honoured multiple times with the India Pharma Award for Excellence in Contract Research and Manufacturing. Under his stewardship, Akums has earned distinguished accolades such as the National Best Employer Brand Awards and the Best Asian Healthcare Brand recognition by The Economic Times.



Mr. Sandeep Jain
Co-Founder and Managing Director)

C M M

Mr. Sandeep Jain is the Co-founder and Managing Director of Akums Drugs and Pharmaceuticals Limited, India's leading pharmaceutical contract manufacturing company. A pioneering entrepreneur, he oversees the operations of Akums' group fourteen state-of-the-art manufacturing facilities. Under his visionary and dynamic leadership, Akums has achieved remarkable milestones and set benchmarks in manufacturing and innovation.

With around four decades of extensive experience in the pharmaceutical industry, Mr. Jain has been instrumental in establishing world-class manufacturing facilities, making Contract Research and Manufacturing Services (CRAMS) integral to the pharmaceutical industry in India.

A first-generation entrepreneur, Mr. Jain has received numerous accolades for his contributions, including the Honorary Doctorate, Doctor of Letters (D. Litt.) (Honoris Causa) by Apex University, Jaipur for his exceptional contributions to the pharmaceutical industry, Gold Medal for Management Order of Merit, IDMA Quality Excellence Award, Samaj Shri Award for Excellence in Management, Most Admired Quality Pharmaceutical Manufacturer of India, and the National Award by the Government of India. Other prestigious honors include the Entrepreneurship Award from the Federation of Pharma Entrepreneurs, the Excellence Award by All India Achiever Conference and IPER, and the India Manufacturing Excellence Award by Frost & Sullivan and FICCI. Under his leadership, Akums has been honored with the Quality Products-Pharmaceutical Formulations National Award 2010 by MSME, Government of India, alongside numerous national and international recognitions and quality certifications.



Mr. Sunil Thakur
(Non-Executive Director)
(Non-Independent Director)

M M M

Mr. Sunil Kumar Thakur serves as a Non-Executive and Non-Independent Director on the Board. He brings over two decades of experience spanning private equity and investment banking across South and Southeast Asia. Mr. Thakur holds a bachelor's degree in business administration from Thames Valley University and a master's degree in international business from the University of Delhi.

He is currently a Partner at Quadria Capital Advisors Private Limited, where he leads investment strategy, portfolio oversight and divestment initiatives across South Asia. Over the course of his career, he has spearheaded several award-winning transactions across mergers and acquisitions, capital markets and project finance. He is also a co-founder of HealthQuad, one of India's largest digital health-focused venture capital funds and serves on the boards of prominent healthcare and pharmaceutical companies.

Beyond his investment leadership, Mr. Thakur plays an active role in industry development. He is the founding director and national lead of the NATHealth Foundation, a subsidiary of NATHEALTH, India's apex healthcare industry body. He previously served as Treasurer of NATHEALTH and continues to contribute as a member of the CII National Committee on Biotechnology and Pharmaceuticals.



Mr. Kewal Handa
(Independent Director)

C M M

Mr. Kewal Handa serves as an Independent Director, bringing extensive leadership experience from the pharmaceutical industry. A qualified Company Secretary and Cost and Management Accountant, he holds a master's degree in Commerce from the University of Bombay. He has further strengthened his managerial acumen through the Senior Management Programme at the Indian Institute of Management, Ahmedabad.

With a distinguished career spanning senior leadership roles in the pharma sector, Mr. Handa contributes deep expertise in strategic planning, corporate governance and industry best practices. His insights into innovation, operational excellence and sustainable growth support the Board in guiding the Company's long-term vision and value creation objectives.



Ms. Matangi Gowrishankar
(Independent Director)

C M M M M

Ms. Matangi Gowrishankar serves as an Independent Director, bringing deep expertise in human capital management and organisational development. She holds a bachelor's degree in Arts from the University of Madras and an Honours Diploma in Industrial Relations and Welfare from XLRI, Jamshedpur.

Over the course of her career, she has held senior leadership positions across reputed organisations, including Director of the Leadership Academy at BP India Services, Human Resource Leader at Cummins India and Vice-President – Human Resources at International Computers India Limited. Her experience spans organisational strategy, leadership development and talent transformation. At Akums, she provides strategic guidance on people practices, culture-building and sustainable organisational growth, strengthening the Company's long-term leadership framework.



Mr. Satwinder Singh
(Independent Director)

C M M

Mr. Satwinder Singh serves as an Independent Director and brings extensive expertise in corporate governance, legal advisory and regulatory compliance. He holds bachelor's degrees in commerce and law from Guru Nanak Dev University, Punjab. A Fellow Member of the Institute of Company Secretaries of India (ICSI), he is also a Certified Associate of the Indian Institute of Bankers and a registered Insolvency Professional.

Over the years, Mr. Singh has played a pivotal role within ICSI, having chaired several key bodies, including the Expert Group on Secretarial Standards and the Secretarial Standards Committee (2021–2022), the Secretarial Standards Board (2019–2020) and the Task Force on NCLT/NCLAT (2023). His deep understanding of governance frameworks, statutory standards and regulatory processes enables him to provide valuable strategic oversight, strengthening the Company's commitment to compliance, transparency and ethical business conduct.



Mr. Sanjay Sinha
(Whole Time Director)

Mr. Sanjay Sinha serves as Whole-Time Director and President – Operations at the Company, where he oversees manufacturing operations and drives operational excellence across facilities. He holds a bachelor's degree in Pharmaceutical Sciences from Ranchi University and a master's degree in Pharmacy from the University of Delhi.

With significant experience in the pharmaceutical sector, Mr. Sinha has previously held senior leadership roles, including President – Operations (Formulations) at IPCA Laboratories Limited and President – Operations at the Ahmedabad plant of Famy Care Limited. His deep expertise in large-scale pharmaceutical manufacturing, process optimisation and operational leadership strengthens the Company's execution capabilities and performance standards.



Mr. Anil Amin
(Independent Director)

M M

Mr. Anil Amin is an Independent Director with over 30 years of experience in the global pharmaceutical industry. He holds a master's degree in Technology Management from the New Jersey Institute of Technology. Mr. Anil has previously served as Chief Business Development Officer at Viatris, where he led global strategic partnerships, alliances, acquisitions and divestments, playing a key role in positioning the company as a preferred partner globally.

Earlier, he was Head – Global Business Development at Mylan and contributed to the Mylan–Upjohn integration that led to the formation of Viatris. He also spent over two decades at Pfizer, holding leadership roles across business development, alliance management and manufacturing.

C Chairperson
M Member

- Risk Management Committee
- Corporate Social Responsibility Committee
- Stakeholders Relationship Committee
- Audit Committee
- Nomination & Remuneration Committee



AWARDS & ACCOLADES



Most Preferred WorkPlace



Global 200 Inspirational Leaders 2025



People Choice Companies to Work



Rare Disease Innovation



Radio City Icon Award in Pharmaceuticals



Patient-Centric Pharma Company of the Year



TIMES POWER ICONS North 2024-25



Excellence in Manufacturing – Healthcare & Pharmaceuticals



Outstanding Contribution in the Pharmaceutical Industry



Visionary Leader of the Year – Pharma



Excellence in Innovation in Formulation



Visionary Leader of the Year – Pharma



Renewable Energy TrailBlazer of the Year(Silver)



Excellence in Hazardous Waste Management



Promising Brands – 2025



Make in India Initiative of the Year



Excellence in Formulation



MANAGEMENT DISCUSSION AND ANALYSIS

GLOBAL ECONOMY

Overview

The global economy demonstrated sustained resilience in CY 2025, navigating a complex landscape marked by shifting trade policies, renewed trade frictions, geoeconomic fragmentation, elevated public debt levels, fiscal pressures and uneven regional growth trajectories. Inflation persistence in selected advanced economies further added to policy uncertainty and constrained monetary flexibility.

Despite these headwinds, global economic activity remained broadly stable, supported by adaptive supply chains, sustained private sector investment and steady consumption across major markets. The International Monetary Fund (IMF) estimates global growth at 3.3% in CY 2025, with projections indicating stable expansion at 3.3% in CY 2026 and 3.2% in CY 2027. This stable growth trajectory, as reflected in the IMF's projections, underscores the capacity of major economies to absorb external shocks, recalibrate policy responses and sustain investment momentum. The ability to preserve macroeconomic balance amid structural transitions and geopolitical realignments has been instrumental in maintaining overall global stability during the year.

Inflation and Monetary Policy

On the inflation front, easing price pressures have played a pivotal role in sustaining global economic stability. Global headline inflation is estimated at 4.1% in CY 2025 and is projected to moderate to 3.8% in CY 2026 and further to 3.4% in CY 2027. The inflation outlook remains broadly aligned with earlier projections, indicating a gradual return towards target levels across major economies, albeit at a slower pace in the United States compared with other large markets.

This cooling in inflation has been driven by easing energy prices, moderating demand conditions and progressive normalisation of global supply chains. In advanced economies, inflation is steadily moving closer to central bank targets, while in emerging markets, declining inflation has been supported by stabilizing commodity prices and improved macroeconomic fundamentals. The moderation in price pressures has been reinforced by a calibrated monetary policy stance adopted by major central banks, with policy settings transitioning towards a more accommodative or neutral bias. This calibrated policy stance has contributed to stabilising inflation expectations, safeguarding financial system stability and sustaining investment and consumption activity. However, renewed trade frictions, evolving geopolitical developments and potential supply-side disruptions continue to pose risks, necessitating sustained policy vigilance.

Global Inflation Rate (%)



*Estimated

Macroeconomic Environment and Regional Growth

Regional growth prospects reflect divergent momentum across advanced and emerging economies, shaped by fiscal policy support, technology-led investment and structural dynamics. Advanced economies are projected to expand at **1.8% in 2026** and **1.7% in CY 2027,** reflecting moderated but stable growth. The United States is expected to remain relatively resilient, with growth of **2.4% in 2026** and **2.0% in CY 2027,** supported by fiscal stimulus and technology investment. The Euro Area is forecast to grow at **1.3% in 2026** and **1.4% in CY 2027,** constrained by structural headwinds and energy-related pressures, while Japan's growth is projected at **0.7% in CY 2026** and **0.6% in CY 2027,** reflecting subdued domestic demand and demographic challenges.

Among emerging market and developing economies, growth is expected to remain comparatively stronger, supported by domestic demand recovery and external sector resilience. China's economy is projected to expand at around **4.5% in CY 2026** and moderate thereafter, as policy support offsets continued weakness in the property sector and softer domestic consumption. India is expected to remain one of the fastest-growing major economies, with growth projected above **6%,** underpinned by resilient consumption, public capital expenditure and strengthening manufacturing activity. The Middle East and Central Asia region is forecast to strengthen from **3.7% in CY 2025** to **3.9% in CY 2026** and **4.0% in CY 2027,** supported by higher hydrocarbon output and non-oil diversification initiatives. Overall, the emerging markets outlook remains constructive, albeit subject to global trade developments and financial market conditions.

Sub-Saharan Africa is also expected to witness a gradual strengthening in growth momentum, with GDP expanding from 4.4% in 2025 to 4.6% in CY 2026 and remaining at similar levels in 2027, supported by ongoing macroeconomic stabilisation, structural reforms and improving domestic demand conditions across key economies

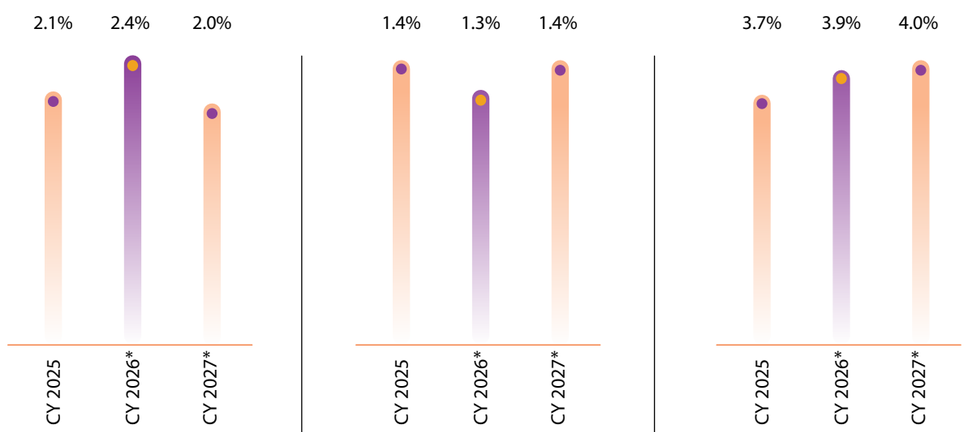
Overall, regional trends indicate a steady but differentiated growth landscape, with structural reforms, fiscal capacity and investment intensity determining medium-term performance across economies.



Outlook

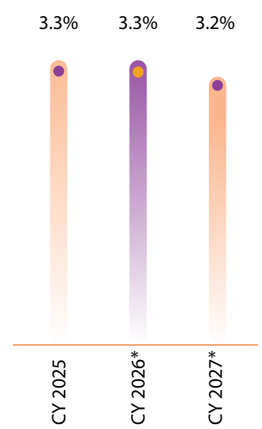
Looking ahead, global growth is expected to remain steady but subject to heightened uncertainty. While accommodative financial conditions, fiscal support in select economies and technology-led investments provide underlying support, the trajectory will depend on the evolution of trade policies, geopolitical developments and fiscal sustainability. Sustained structural reforms, prudent macroeconomic management and continued progress in disinflation will be critical in preserving stability and reinforcing medium-term growth prospects.

Region-Wise GDP Growth



**Estimated*

Global Economy Growth Outlook



Source: https://www.imf.org/en/publications/weo/issues/2026/01/19/world-economic-outlook-update-january-2026

INDIAN ECONOMY

Overview

India demonstrated strong macroeconomic resilience in FY 2025–26 despite a challenging global backdrop marked by trade fragmentation and geopolitical uncertainty. During the year under review, Advance Estimates, real GDP growth has reached 7.7% and GVA growth at 7.9%, reaffirming India's position as the fastest-growing major economy. During the year, India emerged as the world's sixth-largest economy, reflecting the scale and depth of its structural transformation. Growth further accelerated to 8.2% in the second quarter, exceeding market expectations and RBI projections; this six-quarter. This momentum remained intact in the latter part of the year, with the economy registering a robust 7.8% growth in Q4 FY 2025–26, underscoring the strength of India's economic fundamentals and its sustained growth trajectory.

Performance Highlights

Manufacturing served as a key pillar of this growth momentum, with GVA expanding by 7.7% in Q1 and accelerating to 9.1% in Q2, signalling a structural recovery in industrial activity. This expansion has been underpinned by the Production Linked Incentive (PLI) schemes across 14 sectors, which have attracted investments exceeding ₹2 lakh crores, driven incremental production and sales of over ₹18.7 lakh crores, and generated more than 12.6 lakh jobs (direct and indirect) as of September 2025. The schemes have also catalysed exports surpassing ₹7.5 lakh crores, with significant contributions from electronics, pharmaceuticals, telecom & networking products and food processing.

Growth Rate of GVA at Basic Prices (%)



Taming Inflation

Complementing this manufacturing revival, the macroeconomic environment remained supportive as inflationary pressures eased materially. India recorded its lowest inflation rate since the inception of the CPI series, with average headline inflation at 3.4% during FY 2025-26. The moderation was largely driven by disinflation in food and fuel prices, which together account for 52.7% of the CPI basket. The controlled inflation has enhanced real purchasing power, supporting consumption and providing policy flexibility.

The Reserve Bank of India's calibrated monetary policy played an important role in taming inflation while sustaining growth momentum. During CY 2025, the Monetary Policy Committee progressively eased the **policy repo rate to around 5.25%**, creating room for credit expansion and smoother financial conditions. Concurrently, the **Cash Reserve Ratio (CRR) was lowered to 3%**, releasing liquidity into the banking system to support lending and economic activity.

Source:

https://www.mospi.gov.in/uploads/latestReleases/latest_release_1780655857536_5ac01869-ca4a-422d-b7a7-57b81da60932_Press_Note_on_GDP_Estimates_for_Q4_2025-26_and_PE_FY_2025-26_F.pdf

https://www.mospi.gov.in/uploads/PressRelease/CPI%20Press%20Release%20of%20April%202026.pdf

Strategic Response to Global Tariffs and Geopolitical Realignments

India has responded to evolving global tariff measures and geopolitical tensions with a calibrated and strategic approach aimed at safeguarding growth while strengthening its trade positioning. Rather than adopting retaliatory measures, India has focused on deepening bilateral and multilateral trade engagement, accelerating Free Trade Agreement (FTA) negotiations with key partners such as the European Union and the GCC bloc, and advancing discussions with the United States to enhance market access and supply chain integration.

Simultaneously, India has leveraged the global "China+1" supply chain diversification trend to position itself as a reliable manufacturing and pharmaceutical hub. Policy initiatives supporting domestic manufacturing, export competitiveness and infrastructure development have helped mitigate external shocks. By combining trade diversification, strategic diplomacy and domestic capacity enhancement, India has demonstrated resilience in navigating tariff uncertainties and geopolitical realignments while sustaining economic momentum.

Source:

Press Release:Press Information Bureau

Press Release:Press Information Bureau

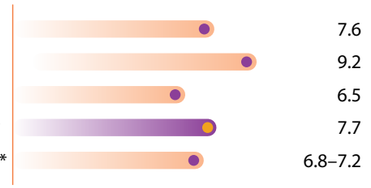
https://www.pib.gov.in/PressReleasePage.aspx?PRID=2220004&reg=3&lang=1

https://m.economictimes.com/news/economy/indicators/india-beats-japan-to-become-worlds-4th-largest-economy/articleshow/126258387.cms

https://viksitindia.com/

Indian GDP Growth Trends

GDP Growth (at constant prices, %)



** Provisional Estimates*
*** Second Advance Estimates*
**** Projection*

Outlook

Looking ahead, India's GDP is projected to grow at 6.8–7.2% in FY 2026–27, supported by resilient domestic demand, sustained public capital expenditure and continued momentum in manufacturing and services. Under the long-term vision of Viksit Bharat, India aims to emerge as a developed economy by CY 2047, targeting a GDP of USD 30–40 trillion and per capita income of USD 15,000–18,000. However, global trade uncertainties, geopolitical risks and commodity price volatility remain potential headwinds, underscoring the importance of sustained reforms and macroeconomic stability to preserve growth momentum.



PHARMACEUTICAL INDUSTRY

GLOBAL PHARMACEUTICAL INDUSTRY

The global pharmaceutical industry closed CY 2025 in a phase of calibrated expansion, balancing scientific advancement with operational realignment. Building on the stabilisation witnessed in CY 2024, the sector continued to adapt to a rapidly evolving landscape shaped by regulatory scrutiny, pricing dynamics, geopolitical supply chain shifts and accelerating technological adoption. While cost pressures and market access complexities persisted, pharmaceutical and biotechnology companies demonstrated resilience through disciplined capital allocation, portfolio optimisation and strategic innovation. The global pharmaceutical market was valued at approximately USD 1,999.24 Billion in CY 2025.

Industry expansion continues to be supported by advancements in therapeutic innovation and a strong product development pipeline. The increasing adoption of targeted therapies, biologics, and personalised medicine has significantly transformed treatment paradigms, enabling improved clinical outcomes in complex disease areas such as oncology, autoimmune disorders, and genetic conditions. Building on these advances, the emergence and regulatory approval of next-generation modalities—including gene therapies and RNA-based treatments for inherited and rare diseases—have further reinforced long-term growth momentum and strengthened the innovation landscape within the pharmaceutical sector.

Based on the route of administration, the global pharmaceutical market is segmented into oral, parenteral, topical, inhalation and other delivery formats. Among these, the oral segment accounted for the largest market share in CY 2025. Its dominance is primarily driven by advantages such as ease of administration, improved patient compliance, favourable safety profile and cost efficiency. The convenience and non-invasive nature of oral dosage forms continue to make them the most preferred and widely adopted mode of drug delivery worldwide.

On technological front, the pharmaceutical industry is experiencing an accelerated digital shift focused on streamlining operations, strengthening patient engagement and expediting the drug development cycle, with the potential to significantly shorten the traditional 12–15 year timeline for bringing new therapies to market.

Source: https://www.fortunebusinessinsights.com/impact-of-covid-19-on-pharmaceuticals-market-102685

Pharmaceutical Market Size (USD Trillion)

Market Size (USD Billion)

Outlook

The global pharmaceutical industry is positioned for sustained medium- to long-term expansion, supported by structural demand drivers and ongoing innovation. The market was valued at USD 1,999.24 Billion in CY 2025 and is projected to increase from USD 2,150.17 Billion in CY 2026 to approximately USD 4,035.35 Billion by CY 2034, reflecting a CAGR of 8.19% over the forecast period. This robust growth trajectory is expected to be driven by rising global healthcare expenditure, ageing demographics, the increasing burden of chronic and lifestyle-related diseases and expanding access to healthcare services across emerging markets. Together, these factors are reinforcing long-term demand for global pharmaceutical industry.

INDIAN PHARMACEUTICAL INDUSTRY

India has emerged as a formidable force in the global pharmaceutical landscape, supported by progressive policymaking, scientific depth, a robust supplier ecosystem and an expanding innovation focus. The country ranks as the third-largest pharmaceutical producer globally by volume and 14th by value. According to Bain & Co., the Indian pharmaceutical market was valued at ₹4,71,295 crores (USD 55 Billion) in 2025. Over the past nine years, the industry has grown at a CAGR of 9.43%, contributing approximately 1.72% to India's GDP. The sector is also the fifth-largest contributor to manufacturing GVA, accounts for nearly 4% of India's FDI inflows, generates a trade surplus of ₹1,62,811 crores (USD 19 Billion), and supports around 2.7 Million livelihoods directly and indirectly.

The industry has steadily advanced up the value chain—from its foundational strength in affordable generics to becoming a recognised hub for complex generics, biosimilars and specialty formulations. This transition has been driven by sustained investments in R&D, regulatory compliance and manufacturing scale. India's pharmaceutical ecosystem spans generic formulations, over-the-counter medicines, bulk drugs, vaccines, biologics and contract research and manufacturing services (CRAMS). With the highest number of US FDA-compliant facilities outside the United States and over 500 API manufacturers contributing nearly 8% of global API output, India remains a dependable partner in global healthcare supply chains.

Innovation as a Growth Catalyst

While India has long been recognised for its generics leadership, the sector is increasingly shifting towards innovation-led growth. Companies are expanding R&D investments in complex generics, biosimilars, advanced drug delivery systems and select new molecular research, particularly across high-burden therapeutic areas such as oncology, diabetes and autoimmune disorders.

This innovation momentum is further strengthened by supportive policy initiatives and collaborative efforts between the Department of Biotechnology, CSIR and private industry, fostering a more integrated research ecosystem and enhancing India's capabilities across the pharmaceutical value chain.

Supplier Ecosystem Support

India's pharmaceutical industry is underpinned by a strong and interconnected supplier network comprising over 3,000 companies and more than 10,500 manufacturing facilities. Established hubs such as Hyderabad, Ahmedabad and Mumbai provide seamless access to APIs, intermediates, logistics infrastructure and skilled talent, enhancing operational efficiency, cost competitiveness and supply chain resilience.

https://www.ibef.org/industry/pharmaceutical-india



Government Initiatives

Scheme Name	Scheme Description
Biopharma SHAKTI (Union Budget 2026–27)	› Outlay of ₹10,000 crores over five years › Aims to strengthen India's ecosystem for biologics and biosimilars production › Focused on enhancing domestic capabilities and global competitiveness in advanced biopharmaceuticals *Source:* Press Note Details: Press Information Bureau
Production Linked Incentive (PLI) Scheme for Pharmaceuticals	› Financial outlay of ₹15,000 crores › Production tenure from FY 2022–23 to FY 2027–28 › Provides incentives to 55 selected manufacturers › Covers identified high-value products across three categories for six years *Source:* Press Release:Press Information Bureau
Scheme for Promotion of Research and Innovation in Pharma MedTech Sector (PRIP)	› Total financial outlay of ₹5,000 crores › ₹700 crores allocated for establishing Centres of Excellence (CoEs) at seven NIPERs › ₹4,200 crores earmarked to strengthen the R&D ecosystem › Aims to position India as a global R&D hub in Pharma and MedTech *Source:* PRIP | Department of Pharmaceuticals
Ayushman Bharat – Pradhan Mantri Jan Arogya Yojana (PM-JAY)	› World's largest health assurance programme › Provides free hospital coverage up to ₹5 lakh per family › Covers ~12.37 crores families (~55 crores individuals) as of June 2025 › Expanded in October 2024 under Ayushman Vay Vandana to cover all senior citizens above 70 years • ~9.26 Million elderly enrolled by October 2025 *Source:* Press Note Details: Press Information Bureau
Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP)	› Launched to provide affordable generic medicines › Medicines priced 50–90% lower than branded alternatives › Network of over 15,000 Jan Aushadhi Kendras as of February 2025 › Enhances accessibility and affordability of essential medicines nationwide *Source:* Press Note Details: Press Information Bureau

Key Growth Drivers – Indian Pharmaceutical Industry

Development of Pharma & Biotech Clusters

- 118 pharma clusters across 19 states and Union Territories provide integrated R&D-to-manufacturing ecosystems
- Leading hubs such as Hyderabad, Bengaluru, Ahmedabad and Pune are emerging as centres of advanced research, clinical trials and high-value manufacturing
- Cluster-led infrastructure strengthens supply chain integration, collaboration and scalability

Regulatory Strength and Global Compliance

- Increasing alignment of CDSCO with international regulatory standards enhances India's global credibility
- India hosts the highest number of US FDA-compliant facilities outside the United States
- Streamlined approval processes and regulatory harmonisation strengthen India's attractiveness for clinical trial outsourcing and export-led growth

Liberal FDI Regime and Capital Inflows

- 100% FDI permitted under the automatic route in greenfield pharma and up to 74% in brownfield projects
- The sector attracted ~USD 891 Million in equity FDI in FY 2024–25, reflecting sustained global investor confidence
- Strong cumulative FDI inflows into medical and surgical devices further reinforce capital depth in healthcare manufacturing
- Liberal investment policies continue to support long-term expansion of CDMOs, CROs and specialty pharma capabilities

Public Funding and Fiscal Incentives

- Dedicated funding support through the Department of Biotechnology and allied institutions promotes innovation
- Tax incentives and policy support for new manufacturing units encourage capacity expansion
- A supportive public-private ecosystem is strengthening both startup-led and enterprise-scale R&D investments

Source: Why India is the R&D outsourcing destination for global pharma

Outlook

India's long-term economic ambition of becoming a USD 30–35 trillion economy by CY 2047 presents a structurally favourable backdrop for the pharmaceutical industry. As a globally integrated and export-oriented sector, pharmaceuticals are expected to play a pivotal role in supporting industrial output, innovation-led growth and trade surplus expansion.

With the domestic pharmaceutical market projected to expand from ₹4,71,295 crores (USD 55 Billion) in CY 2025 to ₹10,28,280–11,13,970 crores (USD 120–130 Billion) by CY 2030, the sector is poised for strong double-digit growth over the medium term. This expansion is likely to be driven by rising healthcare penetration, increasing chronic disease burden, higher public and private healthcare spending, and continued momentum in complex generics, biosimilars and specialty products. While pricing pressures, regulatory scrutiny and global supply chain risks remain key considerations, sustained policy support and innovation investments position the Indian pharmaceutical industry for long-term, value-accretive growth.

CONTRACT DEVELOPMENT AND MANUFACTURING ORGANISATION (CDMO) INDUSTRY

GLOBAL CDMO INDUSTRY

CDMOs serve as integrated partners to pharmaceutical and biotechnology companies, offering end-to-end solutions across the drug development lifecycle. Their services span early-stage research, process development and clinical trial material production to large-scale commercial manufacturing. By supporting both development and manufacturing activities, CDMOs play a critical role in accelerating drug pipelines and facilitating clinical trial execution. The global CDMO market was valued at approximately USD 255.01 Billion in CY 2025, reflecting its expanding strategic importance within the pharmaceutical ecosystem.

On the other hand, the Middle East and Africa CDMO market is witnessing steady growth, projected to reach USD 10,487.00 Million by CY 2033 at a CAGR of 5.2% between CY 2025 and CY 2033. Growth is driven by rising demand for pharmaceutical manufacturing, expanding healthcare infrastructure and increasing biopharmaceutical investments, supported by favourable regulatory reforms and government initiatives to strengthen local manufacturing. The region's strategic location and growing outsourcing trends further position it as an emerging hub for global CDMO services.

USD 10,487.00 Million

Estimated market size of Middle East and Africa CDMO market by CY 2033

5.2 %

CAGR between 2025 and 2033

Middle East & Africa Pharmaceutical CDMO Market Size & Outlook, 2033

The sector has witnessed robust growth in recent years, largely driven by increased outsourcing of clinical development and manufacturing functions. By leveraging CDMO capabilities, pharmaceutical companies can optimise capital allocation, reduce operational complexity and avoid substantial investments in infrastructure and specialised talent.

In addition, CDMOs offer access to advanced technologies, regulatory expertise and specialised scientific capabilities that may not be readily available in-house, particularly for complex generics, biologics and advanced therapies. Deepening strategic partnerships between pharmaceutical companies and CDMOs—covering clinical trial material manufacturing, regulatory support and, in some cases, comprehensive development services—are enabling a more streamlined and cost-efficient pathway from research to commercialisation, thereby reinforcing the sector's sustained growth trajectory.

Major Trend in Global CDMO Industry:

Advanced R&D Capabilities

- Expansion of high-end R&D services across biologics and complex therapies
- Adoption of advanced technologies such as next-generation sequencing (NGS) and computer-aided drug design
- Standardised, regulatory-aligned development processes to accelerate time-to-market

Strategic Partnerships & Regulatory Alignment

- Increasing collaborations between pharma companies and CDMOs for end-to-end development support
- Strengthened compliance with US FDA, EMA and other global regulatory frameworks
- Implementation of GMP, GLP and cGMP standards to ensure quality and scalability

Quality-Centric Manufacturing Practices

- Rigorous adherence to GMP, GLP and cGMP across manufacturing lifecycle
- Enhanced quality assurance for APIs, formulations, vaccines and biologics
- Strong focus on product reliability, safety and risk management to ensure patient protection

Major Trend in Global CDMO Industry

Market Size (USD Billion)

CY 2025	255.01
CY 2026	273.40
CY 2034	580.72

Outlook

The pharmaceutical CDMO market is poised for sustained expansion, with projected growth from USD 273.40 Billion in CY 2026 to USD 580.72 Billion by CY 2034, reflecting a CAGR of 9.90%. This trajectory underscores the increasing strategic importance of outsourcing across the pharmaceutical value chain. Growth is expected to be driven by rising complexity in drug development, expansion of biologics and advanced therapies, and continued cost rationalisation by pharmaceutical companies. Increasing demand for integrated, end-to-end services—from early-stage development to commercial-scale manufacturing—will further accelerate consolidation and capacity expansion within the CDMO ecosystem.

As regulatory expectations tighten and innovation cycles shorten, CDMOs with advanced technological capabilities, global compliance standards and scalable manufacturing platforms will be best positioned to capture long-term value in this high-growth segment.

Source: https://www.fortunebusinessinsights.com/contract-development-and-manufacturing-organization-cdmo-outsourcing-market-102502



INDIAN CDMO INDUSTRY

The Indian CDMO market has emerged as a critical pillar of the country's pharmaceutical ecosystem, driven by its cost competitiveness, scientific talent base and globally compliant manufacturing infrastructure. As pharmaceutical companies worldwide increasingly adopt asset-light models and outsource complex development and manufacturing functions, India has positioned itself as a preferred destination for integrated CDMO services.

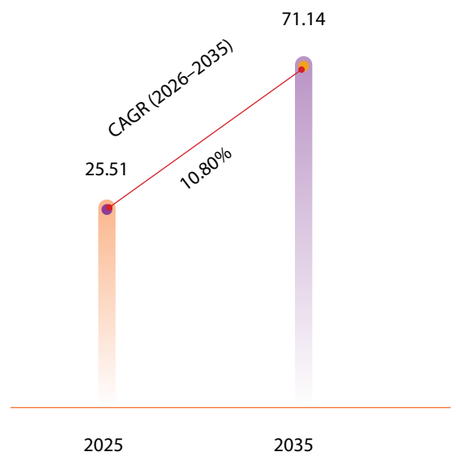
The CDMO market was valued at USD 25.51 Billion in CY 2025 and has demonstrated consistent expansion in recent years. Growth has been supported by a large pool of skilled scientific talent, cost-efficient manufacturing infrastructure and a well-established base in generics and biosimilars. India's strong capabilities in process chemistry, formulation development and scalable production have enabled CDMOs to deliver high-quality services at globally competitive costs.

India's leadership in generic drug production and biosimilar development is well aligned with the global demand for affordable, high-quality therapies. Supportive policy frameworks, including the Make in India initiative and PLI schemes, have further strengthened domestic manufacturing depth and encouraged investment across high-value segments. Indian CDMOs' adherence to international regulatory standards, supported by a wide network of US FDA- and EMA-compliant facilities, enhances credibility in regulated markets. Their ability to provide integrated solutions—from early-stage development and analytical services to commercial-scale manufacturing—has positioned them as strategic partners to global pharmaceutical innovators.

On the global front, evolving geopolitical dynamics and supply chain diversification strategies have created incremental opportunities for Indian CDMOs. Major economies are increasingly seeking alternatives to China to mitigate concentration risks, benefiting India's established and compliant manufacturing ecosystem. In parallel, rising global demand for biologics, complex formulations and specialty therapies is expanding the addressable market for Indian CDMOs, particularly those investing in advanced capabilities and end-to-end service platforms.

Collectively, these structural drivers reinforce India's emergence as a reliable and competitive hub in the global CDMO landscape, with growing participation across both small-molecule and biologics value chains.

Indian CDMO Market Size (USD Billion)



Outlook

The Indian CDMO industry is expected to witness robust expansion, growing at a CAGR of 10.80% during 2026–2035 and reaching an estimated market size of USD 71.14 Billion by 2035. This growth trajectory reflects the increasing global shift towards outsourcing, rising complexity in drug development and sustained demand for cost-efficient, high-quality manufacturing solutions.

India's strengths in scientific talent, regulatory-compliant infrastructure and cost competitiveness position it to capture a greater share of global outsourcing mandates. As pharmaceutical companies continue to adopt asset-light models and diversify supply chains, particularly in biologics, complex generics and specialty therapies, Indian CDMOs are well placed to emerge as strategic partners across the drug development and commercialisation continuum.

Structural Shift Towards Outsourcing

- Global pharma companies increasingly adopting asset-light models
- Outsourcing of R&D, manufacturing and regulatory functions to optimise capital allocation
- Indian CDMOs offering integrated services across development, manufacturing and supply chain support

Rising Generic Opportunity

- Increasing patent expiries of high-value molecules driving generic demand
- Strong ANDA track record of Indian pharma companies
- Established process development expertise and scalable manufacturing capabilities enhancing global competitiveness

Export-Led Expansion

- Strong presence in regulated markets driving outsourcing demand
- Cost competitiveness, API strength and therapeutic alignment supporting export growth

Evolution into Integrated Development Partners

- Transition from pure manufacturing vendors to end-to-end lifecycle partners
- Capability spanning molecule co-development to commercial production
- Enhanced quality systems aligned with revised Schedule M and global GMP standards

Growth in Clinical Trials & Early-Stage Development

- Favourable patient demographics and cost advantage attracting global trials
- Expansion into clinical trial material manufacturing and early-phase services
- Broader integration across the pharma value chain

Patent Cliff & Biosimilar Momentum

- Significant biologics patent expiries globally (2024–2028)
- Growing demand for biosimilars and complex biologics
- Expansion into high-value segments such as monoclonal antibodies, vaccines and recombinant proteins
- Competitive cost structure strengthening India's positioning in biologics CDMO services

COMPANY OVERVIEW

Akums Drugs and Pharmaceuticals Limited is one of India's leading pharmaceutical Contract Development and Manufacturing Organisations (CDMOs), delivering integrated solutions across the drug development and manufacturing value chain. The Company operates **14 state-of-the-art manufacturing** facilities across India, equipped with advanced technologies and diverse dosage form capabilities spanning oral solids, liquids, injectables, hormones, beta-lactams and specialty products. Its manufacturing excellence is underpinned by stringent quality systems, global regulatory accreditations and scalable infrastructure, enabling reliable, high-volume and compliant production for domestic and international partners.

Complementing its manufacturing strength, Akums has established **dedicated R&D centres, including a specialised facility in Mumbai**, focused on formulation development, complex generics and differentiated technologies. With strong in-house scientific expertise, a diversified therapeutic portfolio and regulatory-compliant platforms, Akums continues to reinforce its position as a trusted CDMO partner, combining innovation, operational scale and global quality standards to serve both regulated and emerging markets.

OUR BUSINESS SEGMENT

CDMO

The CDMO segment forms the core of Akums' operations, offering end-to-end services across formulation development, regulatory support and commercial-scale manufacturing. The Company manufactures a wide range of dosage forms including oral solids (tablets, capsules), oral liquids, injectables, topical preparations, hormones, beta-lactams and specialty formulations. With advanced production infrastructure and globally compliant facilities, Akums serves leading pharmaceutical companies across domestic and international markets, delivering scalable, cost-efficient and quality-driven solutions.

Domestic Branded Formulations

Under this segment, Akums manufactures and markets branded formulations in the Indian market across chronic, acute and specialty therapeutic categories. The portfolio spans tablets, capsules, syrups and other dosage forms targeting segments such as cardio-diabetes, gynecology, pediatrics and general medicine. The business focuses on portfolio expansion, improved distribution reach and strengthening brand equity.

International Branded Business

The International Branded segment leverages Akums' manufacturing capabilities to supply finished formulations to select overseas markets. The Company exports a diversified range of dosage forms including oral solids, liquids and injectables, focusing on emerging and semi-regulated geographies while progressively strengthening its regulated market presence.

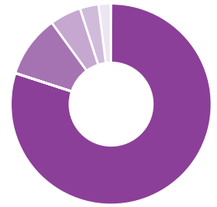
Active Pharmaceutical Ingredients (API)

The API segment manufactures select active pharmaceutical ingredients catering to both internal formulation requirements and external customers. The focus remains on optimising the product mix towards higher-margin molecules while improving operational efficiencies and strengthening backward integration.

Trade Generics

The Trade Generics segment manufactures and supplies affordable formulations to value-driven markets. The portfolio primarily includes commonly prescribed oral dosage forms, with ongoing rationalisation to enhance operational efficiency and profitability.

Segment Break-up (by Revenue)



CDMO	80%
Domestic Branded Formulation	10.2%
API	4.2%
International Branded Formulation	3.3%
Trade Generics	2.3%

Key developments during FY 2025-26

Regulatory Milestone

Achieved the landmark milestone of **1,035 DCGI approvals,** reinforcing strong R&D capabilities, regulatory expertise and expansion of the formulation portfolio across therapeutic segments.

European CDMO Contract – Financial Strengthening

Received **EUR 100 Million as part consideration** under the European CDMO contract, significantly enhancing liquidity and strengthening the balance sheet to support organic and inorganic growth initiatives.

European Market Progress

Completed EU GMP audit for Plant 2 (approval expected in Q4). Dispatched first commercial supply of Dapagliflozin tablets to Switzerland. Rivaroxaban supplies to Europe expected subsequently. Pipeline of 50 dossiers for Europe.

International Expansion – Zambia JV

Entered into a **51% JV with the Government of Zambia** to establish a multi-dosage manufacturing facility in Lusaka. Project cost ~USD 45 Million. Envisaged medicine supplies of USD 50 Million from India over next two years. Strategic entry into African markets.

CDMO Volume Growth

Delivered double-digit volume growth in FY2025-26, significantly outperforming the IPM which grew less than 1% (MAT March 2026), supported by broad-based demand across existing customers, therapies and channels.

Financial highlights

S. No.	Financial KPIs	Unit	Note reference	2025-26	2024-25
(a)	Revenue from operations	₹ in Million	Extracted from consolidated financial statements	43,590.2	41,181.6
(b)	EBITDA	₹ in Million	Note 1	5,220.3	4,606.1
(c)	EBIT	₹ in Million	Note 3	3,674.8	3,071.7
(d)	EBIT margin	%	Note 4	8.4%	7.5%
(e)	Profit for the year	₹ in Million		2,564.0	3,437.8
(f)	Segment results before depreciation				
	– CDMO	₹ in Million	Extracted from consolidated financial statements	4,669.3	4,538.9
	– API			(401.0)	(438.0)
	– Domestic branded formulation			898.0	767.3
	– International branded formulation			365.0	275.9
	– Trade Generics			(101.2)	(282.2)
(g)	Segment results before depreciation margin				
	– CDMO	%	Note 10	13.4%	14.1%
	– API			(21.7%)	(20.0%)
	– Domestic branded formulation			20.1%	17.7%
	– International branded formulation			25.4%	19.3%
	– Trade Generics			(10.2%)	(24.6%)

Details of changes in key ratios

S. No.	Financial KPIs	Note reference	Unit	2025-26	2024-25	Reason for change
(a)	Fixed asset turnover ratio	Note 6	Times	3.0	2.9	Improved asset utilization with higher revenue growth
(b)	Debt-equity ratio	Note 7	Times	0.02	0.00	Debt level remained insignificant as compared to equity
(c)	Return on equity	Note 8	%	7.7%	11.2%	Lower PAT and increase in equity base
(d)	Return on capital employed	Note 9	%	21.3%	12.3%	Higher operating profit and lower net capital employed
(e)	EBITDA margin	Note 2	%	12.0%	11.2%	Improved product mix and better cost management
(f)	Profit after tax margin	Note 5	%	5.7%	8.2%	Lower profit for the year led to decline in PAT margin

Notes:

(1) EBITDA refers to sum of EBIT and depreciation and amortization expense.

(2) EBITDA margin is calculated as EBITDA divided by revenue from operations.

(3) EBIT refers to earnings before interest and tax, calculated as the sum of profit before exceptional items and tax for the year, finance costs and less other income.

(4) EBIT margin is calculated as EBIT divided by revenue from operations.

(5) Profit after tax margin is calculated as the percentage of profit after tax for the year divided by total income.

(6) Fixed asset turnover ratio is calculated as revenue from operations divided by fixed assets at the end of the year. Fixed assets includes Property, plant and equipment, Capital work-in-progress, Other intangible assets and Intangible assets under development.

(7) Debt-equity ratio is calculated by dividing total debt (including both current and non-current borrowings) by equity attributable to equity holders of the parent.

(8) Return on equity is calculated by dividing profit for the year by total equity.

(9) Return on Capital Employed is calculated as EBIT divided by capital employed (i.e. sum of total equity and net debt). Net debt is calculated as total debt (including both current and non-current borrowings) less cash and cash equivalent, bank balance other than cash and cash equivalents and fixed deposits with remaining maturity of more than 12 months.

(10) Segment results before depreciation margin is calculated as segment results before depreciation from each segment divided by revenue from operations from that segment.



Quality, Health, Safety and Environment

At Akums, quality and compliance form the foundation of its manufacturing excellence. The Company operates a comprehensive Quality Management System (QMS) across its facilities to ensure stringent adherence to regulatory standards and current Good Manufacturing Practices (cGMP). Robust quality controls are embedded at every stage of the manufacturing lifecycle to safeguard product safety, efficacy and consistency. Akums' facilities are compliant with global regulatory requirements, including WHO-GMP standards, reinforcing its credibility in both domestic and international markets.

The Company places strong emphasis on safeguarding employee well-being while advancing environmental stewardship. During the year, Akums continued to enhance its sustainability framework by adopting energy-efficient utilities, optimising resource consumption and implementing environmentally responsible practices across operations.

Initiatives such as the use of cleaner fuel alternatives, water conservation measures and rainwater harvesting systems across select facilities contribute to reducing environmental impact. In laboratory environments, advanced ventilation and filtration systems are deployed to effectively manage emissions and ensure occupational safety.

Akums also maintains a proactive safety culture supported by structured training programmes focused on safe operating procedures, use of personal protective equipment and emergency preparedness. Fire detection and suppression systems—including hydrants, detectors and extinguishers—are installed across manufacturing locations and are subject to regular inspections and preventive maintenance. Through continuous monitoring and improvement, Akums remains committed to upholding high standards of quality, operational safety and environmental responsibility.

Human Resources

Akums recognises its people as a fundamental pillar of sustained performance and competitive advantage. With a workforce of **6,455 employees**, the Company continues to strengthen organisational capability through structured learning interventions, technical skill development and leadership grooming initiatives. Focused investments in training across manufacturing, quality, regulatory and R&D functions ensure enhanced productivity, operational discipline and consistent execution standards.

The Company fosters an inclusive and performance-oriented workplace that encourages collaboration, accountability and continuous improvement. Employee well-being and workplace safety remain integral priorities, supported by regular safety drills, compliance training and preventive health measures. By nurturing talent and promoting a culture of engagement and excellence, Akums is building a resilient and future-ready workforce aligned with its long-term strategic objectives.

Risk Management

Akums follow a structured and proactive approach to risk management, aimed at identifying, assessing and mitigating risks across operational, regulatory, financial and strategic domains. The Company has established internal control systems and governance frameworks to monitor key risk areas, including regulatory compliance, supply chain disruptions, pricing pressures and currency volatility. Continuous oversight by senior management ensures timely response to emerging risks and alignment with evolving industry dynamics.

Given the highly regulated nature of the pharmaceutical industry, Akums places strong emphasis on quality compliance, audit preparedness and regulatory adherence across its manufacturing facilities. Diversified sourcing strategies, cost optimisation initiatives and prudent capital management further strengthen resilience. Through disciplined risk monitoring and mitigation mechanisms, the Company seeks to safeguard business continuity while sustaining long-term growth and stakeholder value.

(For detailed insights, please refer to the **Risk Management & Mitigation section on page 102)**

Internal Control and Adequacy

Akums has established a comprehensive internal control framework designed to ensure orderly and efficient conduct of its business operations. The system is aligned with the scale and complexity of the Company's activities and provides robust oversight over financial reporting, operational processes and regulatory compliance. Clearly defined policies, standard operating procedures and delegation of authority matrices strengthen governance and promote accountability across functions.

The Company utilises structured compliance monitoring mechanisms to track statutory and regulatory obligations across its operations, enabling timely identification and mitigation of potential gaps. Independent internal audits are conducted periodically by qualified external professionals to assess the adequacy and effectiveness of internal controls. The findings, along with recommended corrective actions, are presented to the Audit Committee of the Board, which reviews the reports to ensure the continued robustness and reliability of the internal control systems.

Cautionary Statement

The statements in the Board of Directors and Management Discussion & Analysis describing the Company's objectives, projections, estimates, expectations, or predictions may be "forward-looking statements" within the meaning of applicable securities laws and regulations. These statements are based on certain assumptions and expectations of future events, many of which are beyond the control of the Company. Actual results, performance, or achievements could differ materially from those expressed or implied due to various factors such as changes in government policies, economic developments, global market conditions, climatic conditions, raw material prices and interest rate fluctuations. Akums assumes no obligation to update or revise any forward-looking statements, whether because of new information, future events, or otherwise.

BOARD'S REPORT

Dear Shareholders,

Your Directors are pleased to present the 22nd (Twenty Second) Annual Report together with the Audited (Standalone & Consolidated) Financial Statements of Akums Drugs and Pharmaceuticals Limited ("Akums" or "the Company"), for the financial year ended on March 31, 2026 ("F.Y. 2025-26").

Akums remains committed to enhancing shareholder value while pursuing its strategic objectives with diligence and integrity. Akums is optimistic of new opportunities and dedicated in building strong foundation ahead.

Financial Summary

The Audited (Standalone & Consolidated) Financial Statements of your Company for the F.Y. 2025-26, are prepared in accordance with the applicable Indian Accounting Standards ("Ind AS") prescribed under Section 133 of the Companies Act, 2013 (the "Act") read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, and in compliance with Regulation 33 of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

The consolidated and standalone financial performance of the Company for F.Y. 2025-26 are summarized below:

(Amount/ ₹ In Millions except Earnings Per Share Data)

Particulars	Consolidated		Standalone	
	2025-26 Current Year	2024-25 Previous Year	2025-26 Current Year	2024-25 Previous Year
Revenue from operations	43,590.17	41,181.58	13,487.36	13,117.84
Other income	1,287.25	521.22	1,129.65	1,241.92
Total income	**44,877.42**	**41,702.80**	**14,617.01**	**14,359.76**
Cost of materials consumed	22,986.83	22,536.08	8,303.42	8,110.58
Purchase of stock-in-trade	2,009.97	1,814.73	-	-
Changes in inventories of finished goods stock-in-trade and work-in-progress	138.38	(16.47)	(32.58)	(100.50)
Employee benefits expense	7,538.24	7,158.21	2,179.93	2,017.36
Finance costs	940.73	346	100.38	153.09
Depreciation and amortisation expense	1,545.51	1,534.46	455.03	395.45
Fair value changes to financial instruments	--	(38.67)	-	(38.67)
Other expenses	5,696.51	5,082.90	2,061.99	1,744.08
Total expenses	**40,856.17**	**38,417.24**	**13,068.17**	**12,281.39**
Profit before exceptional items and tax	**4,021.25**	**3,285.56**	**1,548.84**	**2,078.37**
Exceptional items	200.24	(166.97)	65.19	-
Profit before tax for the year	3,821.01	3,452.53	1,483.65	2,078.37
Total tax expense	**1,257.04**	**14.76**	**367.25**	**468.39**
Profit for the year	**2,563.97**	**3,437.77**	**1,116.40**	**1,609.98**
Other comprehensive income (net of tax)	9.23	(10.95)	4.65	(0.72)
Total comprehensive income for the year	**2,573.20**	**3426.82**	**1,121.05**	**1,609.26**
Paid-up share capital (net off shares held by ESOP trust)	306.21	306.21	306.21	306.21
Other equity	32,827.27	30,163.93	23,969.46	22,746.26
Earnings per share (face value of ₹ 2/- each)	16.67	22.6	7.29	10.76

State of Company's Affairs

Key highlights of the Company's standalone financial performance during FY 2025-26 are as follows:

- Revenue from operations up by 2.8 %.
- Total Income is also up by 1.8 %.
- Whereas the EBITDA has been down by 27.6 %

Key highlights of the Company's consolidated financial performance during FY 2025-26 are as follows:

- Revenue from operations are up by 5.9 %.
- Total Income is also up by 7.6 %.
- EBITDA has also been up by 13.3 %

During the year under review, the Company continued its operations in its ordinary course. The operational and financial performance, amongst others is given in the Management Discussion and Analysis Report, forming part of the Annual Report.

Change in the nature of business

The Company and its subsidiaries are engaged, inter alia, in the business of manufacturing, marketing, trading, importing, exporting, developing, testing and allied activities of pharmaceutical formulations of drugs, ayurvedic, nutraceuticals, food and dietary supplements, derma and cosmetics, healthcare and hospital products, over-the-counter (OTC) products, active pharmaceutical ingredients, excipients and compounds.

During the period under review there has been no change in the nature of the business of the Company.

Dividend and its Distribution Policy

Dividend

The Board of Directors at its meeting held on May 14, 2026 has recommended a final dividend of Re. 1.00/- (Rupee One only) and special dividend of Rs. 2.00/- (Rupees Two only) aggregating to Rs.3.00/- (Rupees Three only) (@150%) per equity share of face value of Rs. 2/- (Rupees Two only) each fully paid-up, for the Financial Year ended on March 31, 2026. The dividend is subject to the approval of shareholders at the ensuing Annual General Meeting ("AGM") of the Company.

Dividend, if approved by the members, will be paid within 30 (thirty) days through electronic mode, from the date of the AGM, to those members of the Company whose names appear in the Register of Members and in the Register of Beneficial Owners maintained by the depositories as on the record date i.e. Friday, July 03, 2026, subject to applicable deduction of tax at source. For further details, please refer Notice convening the 22nd AGM.

Dividend Distribution Policy

In terms of the Regulation 43A of the Listing Regulations, the Company has adopted Dividend Distribution Policy to determine the distribution of dividends in accordance with the applicable provisions. The dividend recommended is in accordance with the Company's Dividend Distribution Policy and is available at https://www.akums.in/investors/corporate-governance-policies/

Transfer to Reserves

The total comprehensive profit of Rs. 1,121.05 million for the FY 2025-26 had been transferred to previous year's other equity of Rs. 22,746.26 million to arrive at the current year's other equity of Rs 23,969.46 million, which includes, Securities Premium of Rs. 9,670.14 million.

Annual Return

Pursuant to Section 92(3) and Section 134(3)(a) of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014, the draft of the Annual Return in Form MGT 7 for the financial year ended March 31, 2026 is uploaded on the website of the Company and can be accessed at https://www.akums.in/investors/annual-return/.

Credit Rating

The Company has a credit rating agreement with ICRA Limited. ICRA is required to review the rating on an annual basis and as an when the circumstances warrant such a review. During the month of April 2026, credit ratings were assessed and the rating committee of ICRA has provided the following ratings to the Company:

S. No.	Instrument	Rating Action
1	Long-term/ short-term fund-based/ non-fund based working capital limits	[ICRA]AA (Stable)/[ICRA]A1+; Reaffirmed
2	Proposed commercial paper programme	[ICRA]A1+; Assigned

Integrated Annual Report

This report brings together financial and non-financial information in line with the International Integrated Reporting Framework. It outlines the Company's strategy, governance, performance, and outlook for future value creation, organized across six capitals: Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural.

Information about Subsidiary/ Joint Venture/ Associate Companies

As on March 31, 2026, the Company has 15 subsidiaries, including one step-down subsidiary, one limited liability partnership (LLP), two foreign wholly owned subsidiary and one foreign joint venture subsidiary. A list of subsidiaries and Joint Venture of the Company is provided as part of the notes to the consolidated financial statements.

During the year under review, the Company has incorporated the following Companies:

- Akums Healthcare (Zambia) Private Limited on October 13, 2025; and
- Akums Healthcare Malta Private Ltd. on October 20, 2025.

Pursuant to the provisions of Section 129, 134 and 136 of the Act read with rules made thereunder and Regulation 33 of the Listing Regulations, consolidated financial statements of the Company has been prepared and a separate statement containing the salient features of the financial statements of the Company's subsidiaries and joint venture is given in Form AOC-1, annexed as Annexure-1, which forms part of this Board's Report.

The annual financial statements and related detailed information of the subsidiary companies shall be made available to the shareholders of the holding and subsidiary companies seeking such information on all working days during business hours. The financial statements of the subsidiary companies shall also be kept for inspection by any shareholders during working hours at your Company's registered office and that of the respective subsidiary companies concerned. In accordance with Section 136 of the Act, the audited financial statements, including consolidated financial statements and related information of your Company and audited accounts of each of its subsidiaries, are available on website of the Company at https://www.akums.in/investors/subsidiary-accounts/

Highlights of the performance of subsidiaries, Joint Venture and their contribution to the overall performance of the Company during the period under review

The highlights of the performance of Subsidiaries and their contribution to the overall performance of the Company are included in Note No. 49 of the Consolidated Financial Statements, which forms part of this Integrated Annual Report.

Material Subsidiaries

Pursuant to Regulation 16(1)(c) of Listing Regulations, the Company have four (04) unlisted material subsidiaries as on March 31, 2026, which are mentioned below:

1. Pure and Cure Healthcare Private Limited;
2. Malik Lifesciences Private Limited;
3. Akumentis Healthcare Limited; and
4. Maxcure Nutravedics Limited

The Company has also formulated a policy for determining material subsidiaries which is available on the website of the Company at https://www.akums.in/investors/disclosures-under-regulation-46-of-sebi-lodr/

Material Event(s)

- **Global Expansion**

1. Incorporation of foreign Joint Venture Company Zambia

   Your Company strategically incorporated a foreign Joint Venture Company i.e. "Akums Healthcare (Zambia) Private Limited" on October 13, 2025 in partnership with the Government of the Republic of Zambia. In this joint venture Akums will hold a 51% stake and establish a multi-dosage pharmaceutical manufacturing facility in Lusaka, which expected to commence operations in CY 2028.

   Entering into a Joint Venture with the Government of the Republic of Zambia for the establishment of a pharmaceutical manufacturing facility, marking a strategic step in Akums' global expansion and strengthening its presence in the African region.

2. Incorporation of foreign wholly owned subsidiaries in Europe

   Europe represents a strategic growth frontier for Akums as we deepen our presence in regulated markets. Accordingly, your Company has incorporated two different foreign wholly owned subsidiaries in European market i.e. "Akums Healthcare UK Ltd" incorporated on March 18, 2025 and "Akums Healthcare Malta Private Limited" incorporated on October 20, 2025.

Changes in Capital Structure

During the year under review, there was no change in Company's authorised, issued, subscribed and paid-up share capital.

Accordingly, as on March 31, 2026 the Company's authorised share capital was Rs. 400,000,000/- (Rupees Forty crore) divided into 200,000,000 (Twenty crore) equity shares of face value Rs. 2 each and issued, subscribed and paid-up share capital was Rs. 31,47,87,976 divided into 15,73,93,988 equity shares of face value Rs. 2 each.

Changes in Directors and Key Managerial Personnel

The Board of Directors of the Company comprises of distinguished professionals of proven integrity and competence, who provide strategic direction, guidance and leadership to the Company.

As on March 31, 2026, the Board of the Company has Eight (08) members comprising of three (03) Executive Directors, one (01) Non-executive Directors and four (04) Independent Directors including one Woman Director. The details of Board and Committee composition, tenure of directors, and other details are available in the Corporate Governance Report, which forms part of this Integrated Annual Report.

In accordance with the provisions of Section 152 of the Act, read with rules made thereunder and Articles of Association of your Company, Mr. Sanjay Sinha, Whole-time Director, is liable to retire by rotation at the ensuing Annual General Meeting and being eligible, offers himself for reappointment. The Board of Directors has also recommended his re-appointment for the approval of the shareholders.

During the F.Y. 2025-26, the Board of Directors of the Company on the recommendation of the Nomination and Remuneration Committee, has appointed Mr Anil Amin (DIN: 10594012) as an Independent Director of the Company w.e.f. June 4, 2025. The Members of the Company have also approved his appointment by way of Special Resolution at the 21st Annual General Meeting held on July 18, 2025.

During the year under review, there was no change in Key Managerial Personnel of the Company.

Declaration by Independent Directors

The Company has received necessary declarations from all the Independent Directors under the provisions of Section 149(7) of the Act that they meet the criteria of independence as laid down in Section 149(6) of the Act read with Regulation 16(1)(b) and Regulation 25(8) of the Listing Regulations and there has been no change in the circumstances affecting their status as Independent Directors. In the opinion of the Board, Independent Directors fulfils the criteria of independence as specified under the Act and Listing Regulations and are Independent of the management.

Meetings of the Board of Directors and Committee(s)

During the F.Y. 2025-26, the Board of Directors met four (04) times in respect of which proper notices were given and the proceedings were properly recorded in the 'Minutes Book' maintained for the purpose. The details of board meetings and attendance of the Directors are provided in the Corporate Governance Report, which forms part of this Integrated Annual Report. The intervening gap between the meetings did not exceed 120 days, as prescribed under the Act and Listing Regulations

In accordance with the provisions of Schedule IV to the Act and applicable provisions of the Listing Regulations, a separate meeting of the Independent Directors of the Company was held on May 26, 2025 without the presence of Non-Independent Directors and members of the Management.

The Board has constituted the following Committees with adequate delegation of powers and authorities:

I. Audit Committee;
II. Nomination and Remuneration Committee;
III. Stakeholders' Relationship Committee;
IV. Risk Management Committee; and
V. Corporate Social Responsibility Committee

The details of composition of the aforesaid Committees, their terms of reference, attendance of Committee members and other requisite details as required under the Listing Regulations are provided in the Corporate Governance Report which forms part of this Integrated Annual Report.

In cases of urgent business requirements, the Board or its Committees also passed resolutions by circulation, in accordance with the provisions of the Act and Secretarial Standard-1 (SS-1) issued by the Institute of Company Secretaries of India.

During the F.Y. 2025-26, the Company has not conducted any Postal Ballot and Extra-ordinary General Meeting.

Directors' Responsibility Statement

Pursuant to the provisions of Section 134(3)(c) read with Section 134(5) of Act, the Directors, to the best of their knowledge and based on the information and explanations received from the management of your Company, confirm that:

a) In the preparation of the annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures.

b) such accounting policies were selected and applied consistently and judgments and estimates were made that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;

c) proper and sufficient care has been taken for the maintenance of adequate accounting records in accordance with the provisions of the Companies Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

d) annual accounts have been prepared on a going concern basis;

e) such internal financial controls are laid down to be followed by the Company and are adequate and operating effectively; These controls are critical for ensuring the orderly and efficient conduct of business, including an adherence to the Company's policies, safeguarding of its assets, prevention, detention of frauds & errors, accuracy & completeness of accounting records and timely preparation of reliable financial information;

f) proper systems have been devised to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively; and

g) proper systems have been established to ensure compliance with the provisions of all applicable Secretarial Standards and such systems are adequate and operating effectively.

Statutory Auditors & Auditors' Report

Pursuant to the provisions of Section 139 of the Act read with rules framed thereunder, Walker Chandiok & Co LLP, Chartered Accountants (Firm Registration No. 001076N/N500013) were appointed as the Statutory Auditors of the Company in 20th AGM of the Company held on May 31, 2024 to hold office for a period of five (05) years till the conclusion of the 25th AGM to be held in the F.Y. 2028-29.

Representative of Walker Chandiok & Co LLP, Statutory Auditors of the Company attended the previous AGM of your Company held on July 18, 2025.

The Notes to the financial statements referred in the Auditors' Report are self-explanatory and does not contain any qualification or adverse remark or comment or a disclaimer in its report. The Auditors' Report is enclosed with the financial statements forming part of this Integrated Annual Report.

Details in Respect of Frauds Reported by the Auditors under Section 143(12):

As specified under the second proviso of Section 143 (12) of the Act, the Statutory Auditors have reported the following incident of fraud to the Audit Committee during the year under review and are also disclosure under clause (xi)(a) of the CARO Report.

S. No.	Reported Fraud	Management's Comment
1	Misappropriation of funds of the Company in connection with procurement of IT assets and services by the employees of subsidiary Companies, identified by the management during the current year which involved an amount of ₹ 4.48 million. (Refer note 55 to the standalone financial statements.)	During the year, the Holding Company's/ Company's management identified a case of misappropriation of funds relating to Information Technology ("IT") related assets and services, arising from actions of employees of subsidiary companies, involving fictitious and inflated procurement transactions through certain vendor entities. Based on an internal investigation, goods and services aggregating to Rs. 4.48 million recorded in the books of the Company could not be substantiated with appropriate supporting evidence. The management of the Company and subsidiary Companies have taken appropriate corrective actions, including disciplinary action against the individuals involved, blacklisting and blocking of the concerned vendors, filing of an insurance claim for recovery of the loss and strengthening of internal controls relating to procurement of IT assets and services.

Cost Auditors

In accordance with the provisions of Section 148(1) of the Act, read with the Companies (Cost Records and Audit) Rules, 2014, maintenance of cost records is required by the Company and accordingly such records are made and maintained by the Company. Such cost records are subject to audit by M/s. Balwinder & Associates, Cost Auditors of the Company for the F.Y. 2025-26.

Pursuant to the provisions of Section 148 of the Act read with rules made thereunder, Board of Directors of the Company, on the recommendation of the Audit Committee, has re-appointed M/s. Balwinder & Associates, Cost Accountants (FRN: 000201) as Cost Auditors for conducting cost audit of cost records of the Company for the F.Y. 2026-27 on a remuneration to be ratified by the members of the Company at the ensuing AGM. Accordingly, a resolution

seeking approval of the Shareholders for ratifying the remuneration payable to the Cost Auditors for the F.Y. 2026-27 is provided in the Notice of the ensuing AGM.

Internal Auditor

As per the provisions of Section 138 read with Rule 13 of The Companies (Accounts) Rules, 2014, with regard to Internal Audit, M/s Vibhor Gupta & Associates were appointed as the Internal Auditor for the FY 2025-26. The audits are based on an internal audit plan, which is reviewed each year by the Management and the Audit Committee. The internal audit process is designed to review the adequacy of internal control checks in the system and covers all significant areas of the Company's operations.

Based on the recommendation of the Audit Committee, the Board of the Company has appointed M/s Mahajan & Aibara LLP, Chartered Accountants as the Internal Auditor of the Company for the FY 2026-27.

Secretarial Auditor

Pursuant to Section 204 of the Act read with the rules made thereunder and Regulation 24A of Listing Regulations, M/s SPG & Associates, Company Secretaries (C. P. No. 19018; Peer Reviewed Certificate No. 1318/2021) were appointed as a Secretarial Auditor to undertake the Secretarial Audit of the Company for a term of five consecutive years starting from F.Y. 2025-26 to F.Y. 2029-30 (both inclusive).

In terms of Section 134(3) of the Act read with the rules made thereunder, the Secretarial Audit Report in the Form MR-3 of the Company for the F.Y. 2025-26 form part of the Board's Report as Annexure-2 and the said report contains one remark which is mentioned below and more specifically mentioned in the report:

S. No.	Remarks by Secretarial Auditors	Management's Comment
1	Pursuant to the cessation of Mr. Nand Lal Kalra, Independent Director, w.e.f. February 5, 2025, the composition of the Board of Directors was not in compliance with Regulation 17(1)(b) of the SEBI (LODR), Regulations. However, the Company subsequently regularized the composition with appointment of Mr. Anil Amin.	The Company was in the process of shortlisting potential candidates. In the meantime, an Income Tax Department search was initiated, which required substantial allocation of the Company's resources, which consequently resulted delay in the process of appointment of Independent Director. Further, the position was be filled up with the appointment of Mr. Anil Amin as an Independent Director in the Board of the Company w.e.f. June 4, 2025.

All the four (04) material subsidiaries of the Company namely Pure and Cure Healthcare Private Limited, Malik Lifesciences Private Limited, Akumentis Healthcare Limited and Maxcure Nutravedics Limited, have undergone Secretarial Audit from M/s SPG & Associates, Company Secretaries (a peer reviewed firm) as required under Regulation 24A of the Listing Regulations and Section 204 of the Act. The Secretarial Audit Reports issued by the Secretarial Auditors for the F.Y. 2025-26 are annexed with the Board's Report as Annexure-2A, Annexure-2B, Annexure-2C, Annexure-2D, respectively. Secretarial Audit Reports for two material unlisted Indian Subsidiaries contain remarks, more specifically mentioned in the reports.

Management Auditors

The Company has appointed Ernst & Young LLP (E&Y), Deloitte and Protiviti India Member Private Limited as Management Auditors for the F.Y. 2025-26. These management auditors had conducted audits of certain processes and functions of the Company and its subsidiaries and have submitted its reports to the Board for its perusal.

Implementation and Ratification of ESOP Scheme 2022

The Company believes that equity-based compensation serves as an effective mechanism to incentivize, reward, and align key talent with long-term organizational objectives, based on performance and the criticality of roles. Such programs also support the Company's ability to attract, motivate, and retain high-calibre professionals, thereby contributing to sustained growth.

Accordingly, the Company on approval of members at their Extra-Ordinary General Meeting held on March 31, 2022 has implemented the Akums Employee Stock Option Scheme 2022 (ESOP Scheme 2022), which was further amended by the members on February 07, 2025 and ratified on March 17, 2025, after the listing of the Company on NSE and BSE Limited.

The ESOP Scheme 2022 extends to eligible employees of the Company and its subsidiary Companies and is in compliance with Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SBEB Regulations") and during the year under review no material changes were made to the ESOP Scheme 2022.

A certificate of M/s. SPG & Associates, Secretarial Auditors of the Company, confirming that the ESOP Scheme 2022 has been implemented in accordance with the SBEB Regulations and in accordance with the resolutions passed by the Members of the Company at their Extra-Ordinary General Meeting held on March 31, 2022 (further amended on February 07, 2024 and ratified by the members of the Company through postal ballot on March 16, 2025, in compliance with the Regulation 12 of SBEB Regulations, after listing of the Company on stock exchanges) will be available for inspection by Members at the ensuing AGM

Particulars of Loans, Guarantees and Investments

The details of loans, guarantees and investments, as contemplated under Section 186 of the Act, made by the Company and remaining outstanding as on March 31, 2026, are annexed with this report as **Annexure - 3**.

Particulars of Related Party Transactions

Omnibus approvals of the Audit Committee and the Board, wherever applicable were obtained for the transactions which are of a foreseeable and repetitive nature. In all other cases, the approval of Board or the Audit Committee is taken for entering into a related party transaction.

All contracts, arrangements and transactions entered by the Company with related parties during the F.Y. 2025-26 were at arm's length and in the ordinary course of business and in accordance with the provisions of the Act and the rules made thereunder, the Listing Regulations and your Company's Policy on Related Party Transactions.

During the F.Y. 2025-26, the Company did not enter into any transaction, contract or arrangement with related parties, which could be considered material in terms of Section 188 of the Act and Regulation 23 of the Listing Regulations and Company's Policy on dealing with Related Party Transactions ("RPT Policy"). Accordingly, the disclosure of Related Party Transactions as required under Section 134(3)(h) of the Act and rules made thereunder in Form AOC-2, is not applicable.

All the related party transactions were presented before the Audit Committee/Board and pursuant to Regulation 23(9) of the Listing Regulations, the Company has made half yearly disclosures of Related Party Transaction to the stock exchanges on the same date of publication of its standalone and consolidated financial results. The disclosure on related party transactions as per Ind AS-24 has been provided under Note No. 42 of the standalone financial statements and Note No. 41 of the consolidated financial statements.

In line with the requirements of the Act and Listing Regulations, the Company has formulated a Policy on Related Party Transactions, which is available on the website of the Company at https://www.akums.in/wp-content/uploads/2025/11/Related-Party-Transaction-Policy.pdf

Public Deposits

During the year under review, the Company has not accepted any deposit from the public pursuant to the provisions of Section 73 of the Act read with the Companies (Acceptance of Deposits) Rules, 2014 and as such no amount on account of principal or interest on public deposit was outstanding at the end of the F.Y. 2025-26.

Management Discussion and Analysis Report

The Management Discussion and Analysis Report providing the detailed overview of the Company's performance, industry trends, business and risks involved has been provided separately, as **Annexure-4**, and forms part of this Integrated Annual Report.

Directors' Appointment and Remuneration Policy

Pursuant to Section 178(3) of the Act, the Company has framed a policy on Directors' Appointment and remuneration (Nomination and Remuneration Policy), which is available on the website of the Company at https://www.akums.in/investors/corporate-governance-policies/, which provides the basis for fixation of remuneration of directors and key managerial personnel of the Company.

For the purpose of selection of any director, the Nomination and Remuneration Committee identifies persons of integrity who possess relevant expertise, experience and leadership qualities required for the position. The committee also ensures that the incumbent fulfils such criteria with regard to qualifications, positive attributes, independence, age and other criteria as laid down under the Act.

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo

Conservation of Energy

Energy conservation measures taken are as under:

1. Optimum energy conservation steps are being taken to reduce per unit cost. Major Steps taken towards conservation of energy are mentioned as follows:
   - Power load factor is being monitored continuously as an energy conservation measure.
   - Maintenance of proper voltage supply, proper load

distribution and replacement of traditional tube lights with LEDs lead to regular saving of energy.

- Installed variable speed-based controller on the air compressor for minimising the losses during unloading.
- Installation of hot water generation system for supply the water in coil to minimize the usage of electric heaters
- Boiler Efficiency improvement
- High efficiency fan replacement of cooling tower
- Energy Saving by increasing RH in DPI section for non-operation days
- Fuel & Water saving by installation of two flash jet pump

2. An ON/OFF-based controller was installed in the cooling tower and the switching-based controller was monitored in the cooling tower fans, for reducing the specific power consumption. No waste is generated in the company which can be converted into any source of energy.
3. No other proper alternative source of energy is feasible. Whereas, the Company has implemented solar system in some of its and its subsidiaries plants to reduce the electricity costs.
4. Adequate additional investment is being made on energy conservation.

The average performance in terms of production units is under control and in accordance with the production of the Company.

However, electricity tariffs, cost & consumption of other power generation sources are beyond the control of the Company which has been summarized as follows: -

Particulars	2025-26	2024-25	2023-24
Units of Electricity Purchased (Lakh Kvah)	435.66	398.44	377.63
Total Amount of Electricity Purchased (Lakh ₹)	3641.84	3,021.51	2925.24
Rate of Electricity Per Unit (₹)	8.36	7.58	7.75
Units (Lakh Kwh) Own Generation (DG. Set)	5.78	7.08	5.43
Consumption of Diesel Oil in DG (Lakh Lts.)	1.60	2.02	1.57
Units generated Per Litre of Diesel Oil	3.61	3.51	3.45
Total amount of Diesel consumed (Lakh ₹)	115.81	167.60	125.43
Cost Per Unit (₹)	20.05	23.68	23.08

Technology absorption

Efforts are continuously being made for technology absorption. During the financials years, the Company has implemented following technologies:

1. **Commercial Off-The-Shelf (COTS) Products Implemented:**

   a) **Hire to Retire Cycle Digitization on DarwinBox:** It is an AI-powered, cloud-based Human Capital Management (HCM) platform that streamlines an organization's entire employee lifecycle—from hiring to retirement—on a single mobile.

   b) **Motadata Delhi (HO) Rollout:** It is a unified, AI-powered IT operations platform that combines network monitoring, log analytics, and service management (ITSM) into a single dashboard to proactively manage, analyse, and optimize enterprise IT infrastructure.

   c) **ANVAY Software** – Introduced for managing the approval process of Non-DCGI products.

   d) **Litigation Management Tool** – Implemented to streamline and track legal case management activities.

   e) **Covigilance Tool** – Deployed to enhance covigilance and compliance monitoring processes.

   f) **UDAY** – This application is used for DCGI Products, used From DFR approval to Dossier Approval. Various functional improvements have been done to optimize performance and usability.

   g) **DRF** – This application is used for requesting to filing Dossiers for International Business. Enhancements were made to improve process efficiency and reporting capabilities.

   h) **Salesforce CRM** – Major enhancements focused on automation of costing processes, resulting in improved accuracy and reduced manual effort.

i) **CIMS (Customer Invoice Management System)** – Enhancements implemented to improve invoice processing efficiency and system usability.

Upcoming Projects:

a) **SAP ERP Transformation to S/4HANA RISE with SAP: (Under implementation)** - It is a holistic, "ERP-as-a-service" offering that streamlines the transformation from legacy SAP ERP (ECC) to the modern, cloud-based SAP S/4HANA suite. It combines technical migration, cloud infrastructure, and intelligent software into one tailored package to enable faster, lower-risk modernization.

b) **Document Management System (DMS):** (Under Evaluation) – It is a centralized, secure digital platform that controls the entire lifecycle of regulated documents (SOPs, batch records, trials) to ensure compliance with GMP/21 CFR Part 11 standards.

c) **Learning Management System (LMS):** (Under Evaluation) – It is a validated, digital platform that automates, tracks, and manages mandatory training—such as SOPs, GMP, and regulatory compliance—to ensure workforce competency and audit-readiness.

2. Infrastructure & Security Adoption:

a. **Vulnerability Assessment & Penetration Testing (VAPT):** This activity is being performed to identify technical vulnerabilities and risk assessment with the mitigation for strengthening security posture.

b. **Email Security upgraded from Traditional Security to Next Gen. Security:**

- Consolidation of all email security solutions in one dashboard
- Fishing stimulation and training awareness added in the solution which can help to strengthen our email security with end user.

c. **Labsol Upgrade:** It is a comprehensive, network-compatible Shimadzu software platform that integrates HPLC/GC instrument control, data acquisition, and automated processing into a single, compliant, and user-friendly interface.

Upcoming Projects:

a. **Unified Endpoint Management (UEM):** This solution helps to consolidate end user asset management respective all the endpoint verticals which can help to organize asset management, visibility, monitoring and control on single PAN.

b. **Microsoft Active Directory and Email Exchange Upgrade:** Modernizing the Active Directory and Email Exchange Server provided enhancements in features including better security posture and end-user control.

Research & Development (R&D)

The Company has its own research and development centres that are approved by the Department of Scientific and Industrial Research (DSIR), Government of India. These centres play a pivotal role in driving innovation, developing new formulations, and enhancing product quality, thereby strengthening the Company's edge in pharmaceuticals industry.

During the year, the Company incurred revenue expenditure of Rs. 318.35 million (31 March 2025: Rs. 235.67 million) which has been charged to the Statement of Profit and Loss. Capital expenditure of Rs. 253.58 million (31 March 2025: Rs. 150.95 million) has been capitalised under Property, plant and equipment. These figures represent costs maintained in separate books of account for the recognised unit.

Foreign Exchange Earnings and Outgo:

During the financial year 2025-26, trade receivables and trade and other payables in foreign currencies amounted to Rs. 84.05 million and Rs. 0.75 million, respectively.

Risk Management

The Company has constituted a Risk Management Committee and has an adequate risk management process to identify and notify the Board of Directors about the risk or opportunities that could have an adverse impact on its operations or could be exploited to maximise the gains. The process and procedures are in place to act in a time-bound manner, to manage the risks or opportunities. The risk management process is reviewed and evaluated by the committee and the Board of Directors. Meetings of the Risk Management Committee were held on November 13, 2025 and February 13, 2026.

Akums has adopted a Risk Management Policy. The Company's internal control systems are commensurate with the nature of its business and the size and complexity of its operations. These are routinely tested and certified by statutory auditors and based on the risk assessments conducted, no risk has been identified which, in the opinion of the Board, threatens the existence of the Company as a going concern.

Further the Risk Management policy is available on the website of the Company at https://www.akums.in/investors/corporate-governance-policies/.

Environment and Social Responsibility Policy

Akums is committed to minimizing the adverse environmental and social impacts of its business activities. The organization pledges to:

- Identify and manage environmental and social risks related to its operations.
- Comply with all applicable environmental laws and regulations.
- Align with the International Finance Corporation (IFC) Performance Standards.
- Set and pursue targets to avoid, reduce, or mitigate negative impacts.
- Integrate environmental considerations into all levels of planning and decision-making.
- Use eco-friendly, energy-efficient, and sustainable technologies.
- Promote sustainable development through the conservation of resources using the 4R approach (recovery, recycling, reuse, reduction).
- Regularly review performance and allocate resources for policy implementation.
- Foster continual improvement through employee and stakeholder involvement.
- Maintain open communication and transparent reporting of policy adherence.
- Provide training to encourage environmental and social responsibility.
- Ensure any policy violations are reported up to senior leadership.
- Implement the policy under leadership guidance, embedding sustainability into operations.

The Environment and Social Responsibility Policy is available on the website of the Company at https://www.akums.in/investors/corporate-governance-policies/.

Corporate Social Responsibility (CSR)

In compliance with the requirements of section 135 of the Act read with the Companies (Corporate Social Responsibility Policy) Rules, 2014, the Board of Directors has constituted a Corporate Social Responsibility (CSR) Committee. The details of membership of the committee and the meeting held are given in detail in the Corporate Governance Report, which forms part of this Integrated Annual Report.

The Company believes, considers and promotes the fact that with a dynamic CSR culture, society will benefit; and when society benefits, corporations also benefit and in line with the provisions of the Act, the Company has framed its CSR Policy which provides roadmap of the Company's CSR activities. The CSR policy is available on the website of the Company at https://www.akums.in/investors/corporate-governance-policies/.

The Company spend its fund on CSR activities as per the instructions of the Board of Directors who made decisions on the recommendation of the CSR Committee.

Pursuant to Section 134(3)(o) of the Act and Rule 8 of the Companies (Corporate Social Responsibility) Rules, 2014, as amended, the Annual Report on Corporate Social Responsibility activities of the Company undertaken during the year under review, including salient features of Company's CSR Policy forms part of this Board's Report as **Annexure-5**.

Remuneration of Directors, Key Managerial Personnel and Particulars of Employees

The information required to be disclosed in the Board's Report pursuant to Section 197(12) of the Act read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 are provided in Annexure-6 of this report.

The Annual Report is being sent to the Shareholders of the Company excluding information required under Section 197 (12) read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014. Any Shareholder interested in obtaining a copy of such statement may write to the Company Secretary and Compliance Officer of the Company at cs@akums.net.

Pursuant to Section 197(14) of the Act, Managing Directors and Whole-time Director of the Company do not receive any remuneration or commission from any of the subsidiaries of the Company.

Evaluation of Board Performance

In accordance with the provisions of Section 134(3)(p) of the Act and Rule 8(4) of the Companies (Accounts) Rules, 2014, and Regulation 34(3) read with Schedule V of Listing Regulations, the Company has carried out annual evaluation of the performance of the Board of Directors, its Committees, and individual Directors.

The Company has implemented a structured procedure for evaluating the performance of the Board, its Committees, and individual Directors. During the year under review, the annual performance evaluation was conducted in accordance with the evaluation framework and criteria approved by the Nomination and

Remuneration Committee. The framework is aligned with the SEBI Guidance Note on Board Evaluation.

The Board reviewed and discussed the outcome of the performance evaluation and expressed satisfaction with the overall functioning and effectiveness of the Board, its Committees, and the individual Directors, including the Managing Directors.

Opinion of the Board about Independent Directors

Akums has appointed the following persons as Independent Directors:

Mr. Kewal Handa,

Ms. Matangi Gowrishankar

Mr. Satwinder Singh and

Mr. Anil Amin (appointed w.e.f. June 4, 2025)

As per the opinion of the board all the independent directors are of integrity, expertise and have rich experience of their domain. The Board is of the view that under their able guidance and suggestions, the Company will achieve new milestones of success in the coming years.

Internal Financial Control Systems and their Adequacy

The Company has established an adequate system of internal controls to safeguard its assets against loss, unauthorized use, or improper disposition. All transactions are duly authorized, accurately recorded, and regularly reported to management. The Company adheres to all applicable accounting standards to ensure proper maintenance of its books of accounts and the accurate presentation of financial statements. Management periodically reviews and evaluates the effectiveness of internal controls, ensuring they operate in line with the Company's policies. The Company remains committed to improve the internal control system and procedures that are appropriate to its size and the nature of its operations.

Vigil Mechanism Policy

In terms of the provisions of Section 177(9) of the Act, the Company has established a policy on vigil mechanism for the directors, key managerial personnel and employees, to report its genuine concerns relating to actual or suspected fraud, unethical behaviour, violation of the Company's code of conduct or any other event which would adversely affect its business interests.

The vigil mechanism of your Company provides adequate safeguards against victimization of whistle blowers who avail of the mechanism and provides for direct access to the Chairman of the Audit Committee in exceptional cases.

During the year under review, the Company has not received any complaint under the vigil mechanism

Human Resources

Akums takes immense pride in the commitment, competence and dedication demonstrated by its employees in all areas of business. The Company is deeply committed to nurturing, enhancing and retaining talent through superior learning and organisational development.

The Company believes that people are its biggest assets. Hence, it invests in productive training programs for the employees. The Company encourages individuals to explore opportunities aligned with natural talent and provides an environment that nurtures growth.

The Company embeds a sense of inclusion and equality in its people. This means fostering a conducive work environment that enhances professional and personal growth. A strong culture of mutual trust, oneness, learning, care and concern is a key inspiration to meet tomorrow's challenges.

Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013

The Company believes in providing a safe and harassment free workplace for each and every individual working for it through various interventions and practices. It is the continuous endeavour of the management to create and provide an environment to all its employees that is free from discrimination and harassment including sexual harassment.

The Company has in place an anti-sexual harassment policy in line with the requirement of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition & Redressal) Act, 2013. Two separate Internal Complaints Committee (ICC) have been set up at Delhi & Haridwar locations to redress complaints received regarding sexual harassment. All employees are covered under this policy.

A mechanism has been established to report such matters to the ICCs. During the period under review, on group level, 4 complaints were received in this regard, on which proper action has been taken by the relevant authorities of the Company and all such complaints were dealt with care, privacy and closed properly. No complaints as mentioned above, was pending with the Company for more than ninety days.

Further, the Company has registered on SHE-BOX (Sexual Harassment Electronic Box) Portal. This portal ensures a safe working environment for every woman and aims to strengthen the implementation of the POSH Act, 2013 by ensuring prompt and transparent redressal of complaints through the designated authorities.

Statement on Compliance of the provisions of Maternity Benefit Act, 1961

As per the confirmation received from the human resource department, the Company is fully compliant with the provisions of the Maternity Benefit Act, 1961 and the rules made thereunder, as applicable. The Company is committed in safeguarding the rights and well-being of women employees and ensuring full adherence to all applicable statutory requirements.

Secretarial Standards

During the year under review, the Company has complied with all the applicable provisions of Secretarial Standard – 1 and Secretarial Standard – 2 issued by the Institute of Companies Secretaries of India (ICSI).

Corporate Governance Report

The Company is committed to maintain highest standards of corporate governance practices. The Corporate Governance Report and a Certificate from the Practicing Company Secretary regarding compliance of the conditions of Corporate Governance as mentioned under Listing Regulations, forms part of this Integrated Annual Report.

In compliance with Corporate Governance requirements of the Listing Regulations, the Company has formulated and implemented a Code of Conduct for all Board members and senior management personnel of the Company, who have also affirmed the compliance thereto. The Code of Conduct is available on the website of your Company at https://www.akums.in/investors/disclosures-under-regulation-46-of-sebi-lodr/

Business Responsibility and Sustainability Report (BRSR)

In accordance with the Regulation 34(2)(f) of Listing Regulations, the BRSR for the FY 2025-26, describing the initiatives taken by your Company from an environment, social and governance (ESG) perspective, forms part of this Integrated Annual Report.

Other disclosures

- No material changes and commitments have occurred between the end of the financial year of the Company and the date of this report which could affect the financial position of the Company.
- No application was made and no proceeding was pending under the Insolvency and Bankruptcy Code, 2016.
- During the year under review, no material order was passed by any regulators, tribunals or courts which impacts the going concern and the Company's operations in future.

Acknowledgement

The Directors wish to convey their appreciation to business associates for their support and contribution during the year. The Board expresses its sincere gratitude to the employees, customers, suppliers, alliance partners, bankers and all other stakeholders for their continued support. The Board also wholeheartedly acknowledges and appreciates the dedicated efforts and commitment of all employees of the Company.

For and on behalf of the Board
Akums Drugs and Pharmaceuticals Limited

Sd/-
Sanjeev Jain
Managing Director
DIN: 00323433
Place: Delhi
Date: 14.05.2026

Sd/-
Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar
Date: 14.05.2026

ANNEXURE-1

Form AOC-1

Statement containing salient features of financial statement of subsidiaries/associate companies/joint ventures

Pursuant to first proviso to sub-section (3) of Section 129 read with rule 5 of Companies (Accounts) Rules, 2014

Part "A": Subsidiaries

Company Name	Akums Healthcare Ltd.	Upadhrish Researchem LLP	Malik Lifesciences (P) Ltd	Maxcure Nutravedics Limited	Pure & Cure Healthcare (P) Ltd	Unosource Pharma Ltd	Medibox Pharma (P) Ltd	Akumentis Healthcare Limited	Plenteous Pharmaceuticals Ltd	Nicholas Healthcare Ltd	Sarvagunaushdhi (P) Ltd	Qualymed Pharma (P) Ltd	Akums Healthcare UK Limited	Akums Healthcare Malta Private Limited	Akums Healthcare Zambia Private Limited
Relationship	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Subsidiary**	**Foreign Subsidiary**	**Foreign Subsidiary**	**Foreign Subsidiary**
Reporting Period for the subsidiary concerned, if different from the holding company's reporting period	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	First FY shall be Oct 25- Dec 26 and Subsequent FY shall be Jan-Dec	NA
Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of foreign subsidiaries.	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	GBP - INR 125.51	EURO - INR 108.995	Zambian Kwacha - INR 4.86
Share Capital and 'Instrument entirely in nature of equity'	72,25,680	15,01,000	46,70,000	5,49,190	2,97,87,400	18,02,00,000	38,53,030	11,54,220	5,00,000	10,83,370	1,89,560	1,00,000	117	25,426	-
Reserves and Surplus	-66,10,85,363	17,33,47,631	60,93,60,616	1,78,80,17,055	9,47,71,51,322	40,94,357	-21,58,94,802	2,08,72,92,591	-38,47,72,008	30,84,19,208	42,23,49,058	-11,76,68,928	-13,14,071	733	-
Total assets	2,93,73,30,480	46,86,94,857	3,70,04,53,682	3,13,05,30,654	23,53,30,17,408	96,16,70,955	9,49,93,412	3,25,09,00,324	18,40,19,654	49,43,91,403	51,63,96,103	51,85,80,257	59,86,703	26,159	-
Total liabilities	3,59,11,90,162	29,38,46,226	3,08,64,23,065	1,34,19,64,410	14,02,60,78,686	77,73,76,598	30,70,35,184	1,16,24,53,514	56,82,91,661	18,48,88,825	9,38,57,485	63,61,49,184	73,00,658	-	-
Investment	-	-	-	-	1,55,13,47,500	-	-	-	-	-	-	-	-	-	-
Turnover	78,83,66,903	37,99,51,665	6,22,49,52,703	6,47,84,40,058	17,38,38,22,579	1,43,46,23,475	17,62,22,414	4,46,30,41,180	35,50,65,260	47,20,94,660	-	4,97,15,997	-	-	-
Profit before taxation	-62,38,53,979	7,77,44,127	37,75,64,248	33,16,82,949	1,00,11,39,066	31,19,68,812	-5,01,25,432	40,64,38,007	-10,69,74,781	-1,19,45,894	-1,10,62,689	-6,45,12,594	-12,82,108	-	-
Provision for taxation	-	2,76,54,330	9,34,34,914	8,45,70,686	33,95,51,001	7,97,85,885	-	26,43,95,962	-	-	-	4,00,830	-	-	-
Profit after taxation (incl. OCI)	-62,97,17,554	5,00,89,797	28,48,48,269	24,80,09,710	67,07,13,152	23,19,61,185	-4,90,96,408	13,82,20,876	-10,50,80,351	-1,09,08,563	-1,10,62,689	-6,50,94,510	-13,14,071	733	-
Proposed dividend	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
% of shareholding	100%	100% (Refer note-1)	100%	100%	100%	100%	100% (Refer note-2)	91.49%	100%	100%	100%	100%	100%	100%	51% (Refer note-3)

Names of subsidiaries which are yet to commence operations	1. Akums Healthcare Malta Private Limited 2. Akums Healthcare UK Limited
Names of subsidiaries which have been liquidated or sold during the year	NA

As per our Report of even date

For and on behalf of the Board

Akums Drugs and Pharmaceuticals Limited

Sd/-
Sanjeev Jain
Director
DIN: 00323433

Sd/-
Sandeep Jain
Director
DIN: 00323476

Annexure 1 (Contd.)

Part 'B": Associates and Joint Ventures

Statement pursuant to Section 129(3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures - There are no Associates and Joint Ventures of the Company in the current year

	Name of Associates/Joint Ventures	Name 1	Name 2	Name 3
1.	**Latest audited Balance Sheet Date**	NA	NA	NA
2.	**Shares of Associate/Joint Ventures held by the company on the year end**	NA	NA	NA
	No.			
	Amount of Investment in Associates/Joint Venture			
	Extent of Holding %			
3.	**Description of how there is significant influence**	NA	NA	NA
4.	**Reason why the associate/joint venture is not consolidated**	NA	NA	NA
5.	**Networth attributable to Shareholding as per latest audited Balance Sheet**	NA	NA	NA
6.	**Profit/Loss for the Year**	NA	NA	NA
	Considered in Consolidation			
	Not Considered in Consolidation			

Names of associates or joint ventures which are yet to commence operations. NA

Names of associates or joint ventures which have been liquidated or sold during the year. NA

For and on behalf of the Board
Akums Drugs and Pharmaceuticals Limited

Sd/-
Sanjeev Jain
Managing Director
DIN: 00323433

Sd/-
Sandeep Jain
Managing Director
DIN: 00323476

ANNEXURE-2

Form No. - MR3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,
The Members
Akums Drugs and Pharmaceuticals Limited
CIN: L24239DL2004PLC125888
304, Mohan Place, LSC Saraswati Vihar,
Delhi - 110 034

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by **AKUMS DRUGS AND PHARMACEUTICALS LIMITED** (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

AUDITOR'S RESPONSIBILITY

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, We hereby report that in our opinion, the Company has, during the Audit period covering the Financial Year ended 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the period ended 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
   a. The SEBI (Listing Obligations and Disclosure Requirements Regulations, 2015;
   b. The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; [Not applicable to the Company during the year];
   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
   d. The SEBI (Issue of Capital and Disclosure Requirements Regulations, 2018 [Not applicable to the Company during the year];
   e. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
   f. The Securities and Exchange Board of India (Issue and Listing of Non-convertible Securities) Regulations, 2021 (Not applicable to the Company during the Audit Period);
   g. The SEBI (Issue and Listing of Debt Securities) Regulations, 2008 [Not applicable to the Company during the Audit Period];
   h. The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Act and dealing with client;
   i. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 (Not applicable to the Company during the Audit Period); and;
   j. The Securities and Exchange Board of India (Buy-Back of Securities) Regulations, 2018 (Not applicable to the Company during the Audit Period).
6. I further report that, having regard to the compliance system prevailing in the Company and on examination of the relevant documents and records in pursuance thereof on test-check basis, the Company has complied with the following laws applicable specifically to the Company:
   a. Drugs and Cosmetics Act, 1940
   b. Applicable health and pharmaceutical regulations.

For the compliances of Labour Laws & other General Laws, our

Annexure 2 (Contd.)

examination and reporting is based on the documents, records and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable, Labour Laws & other General Laws.

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the Statutory Auditor and other designated professionals.

We have relied on the representation made by the Company and its officers, relating to systems and mechanisms framed by the Company, for ensuring compliance with the other Laws and Regulations as applicable to the Company.

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards (SS-1 & SS-2) issued by The Institute of Company Secretaries of India (ICSI); and

(ii) The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015).

During the period under review the Company has generally complied with the applicable provisions of the Secretarial Standards issued by the Institute of Company Secretaries of India and notified under the Companies Act, 2013.

The Company may strengthen its internal controls to ensure timely updation of Designated Persons in the NSDL portal in line with SEBI Regulations. Also, the Company may consider ensuring that the CSR Committee meets at least once in a financial year to facilitate effective oversight.

During the period under review the company has generally complied with the provisions of the Act, Rules, Guidelines, Standards and other applicable provisions mentioned above

Also, pursuant to the cessation of Mr. Nand Lal Kalra, ID, w.e.f. 5.02.2025, the composition of the Board of Directors was not in compliance with Regulation 17(1)(b) of the SEBI (LODR), Regulations. However, the Company subsequently regularised the composition with appointment of Mr. Anil Amin and also the fine of Rs. 5.95 lakh was duly paid and intimated to the Stock Exchanges. The same was duly disclosed in the Secretarial Audit Report for the financial year ended March 31, 2025.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate notices were given to all the Directors to schedule the Board and Committee Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We have informed that there were no dissenting members, on any of the matters, discussed at the Board Meetings during the Financial Year under review, whose views were required to be captured and recorded as part of the minutes.

We further report that:

Based on the information provided by the Company, its officers and authorized representatives during the conduct of the audit, we are of the opinion that there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that:

During the period covered under the Audit, the Company has not made any specific events / actions having a major bearing on the Company's affairs in pursuance of laws, rules, regulations and guidelines referred to above.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213621

Place: New Delhi
Date: 27.04.2026

This report is to be read with Annexure A, which forms an integral part of this report.

ANNEXURE-A
to Annexure 2

To,
The Members
Akums Drugs and Pharmaceuticals Limited
CIN: L24239DL2004PLC125888
304, Mohan Place, LSC Saraswati Vihar,
Delhi - 110 034

My report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on my audit.
2. I have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for my opinion.
3. I have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test-check basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213621

Place: New Delhi
Date: 27.04.2026

ANNEXURE-2A

Form No. - MR3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,
The Members
Pure and Cure Healthcare Private Limited
CIN: U24232DL2005PTC266385
305, Third Floor, C-Block, Mohan Place,
North West, Saraswati Vihar
Delhi – 110 034

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by PURE AND CURE HEALTHCARE PRIVATE LIMITED (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

AUDITOR'S RESPONSIBILITY

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the Audit period covering the Financial Year ended 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the period ended 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder; [Not applicable to the Company during the audit period under review]
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
   a. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; [Not applicable to the Company during the period under review];
   b.. The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; [Not applicable to the Company during the period under review];
   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; [Not applicable to the Company during the period under review];
   d. The SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 [Not applicable to the Company during the period under review];
   e. The SEBI (Share based Employee benefits) Regulations; [Not applicable to the Company during the period under review];
   f. The SEBI (Issue and Listing of Debt Securities) Regulations, 2008

      [Not applicable to the Company during the period under review];
   g. The SEBI (Registrars to an Issue and Share Transfer Agents) Regulations, 1993, regarding the Companies Act and dealing with client [Not applicable to the Company during the period under review];
   h. [The SEBI (Delisting of Equity Shares) Regulations, 2009 [Not applicable to the Company during the period under review];
   i. The SEBI (Buy- back of Securities) Regulations, 2018 [Not applicable to the Company during the period under review].
6. Other laws specifically applicable to the Company (based on management representation), including:
   a. Drugs and Cosmetics Act, 1940
   b. Applicable health and pharmaceutical regulations

For the compliances of Labour Laws & other General Laws, our examination and reporting is based on the documents, records and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable, Labour Laws & other General Laws.

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the Statutory Auditor and other designated professionals.

I have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards (SS-1 & SS-2) issued by The Institute of Company Secretaries of India (ICSI).

During the period under review the Company has complied with the provisions of the Act, Rules, Guidelines, Standards, etc. mentioned above except to the extent as mentioned below:

- E-Form MGT-7 has not been certified by the Company Secretary in employment and instead have been signed/certified by a Practicing Company Secretary.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate Notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We have informed that there were no dissenting members, on any of the matters, discussed at the Board Meetings during the Financial Year under review, whose views were required to be captured and recorded as part of the minutes.

We further report that:

Based on the information provided by the Company, its officers and authorized representatives during the conduct of the audit, we are of the opinion that in general there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

However, during the year under review, a fraud involving certain employees in the Information Technology Team was identified by the management auditor, involving issuance of fictitious purchase orders and transactions with linked vendors. Based on the information made available to us, the Company has initiated corrective actions including filing of FIR, blacklisting of vendors and initiating recovery measures.

We further report that:

During the period covered under the Audit, the Company has not made any specific events / actions having a major bearing on the Company's affairs in pursuance of laws, rules, regulations and guidelines referred to above.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213335

Place: New Delhi
Date: 27.04.2026

This report is to be read with Annexure A, which forms an integral part of this report.

ANNEXURE-A

to Annexure 2A

To,
The Members
Pure and Cure Healthcare Private Limited
CIN: U24232DL2005PTC266385
305, Third Floor, C-Block, Mohan Place, North West, Saraswati Vihar Delhi-110034

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213335

Place: New Delhi
Date: 27.04.2026

ANNEXURE-2B

Form No. - MR3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,

The Members,

Malik Lifesciences Private Limited

CIN: U63021DL2004PTC299408

301, Third Floor, Mohan Place, LSC, Block - C,

Saraswati Vihar, Delhi-110034

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by MALIK LIFESCIENCES PRIVATE LIMITED (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

AUDITOR'S RESPONSIBILITY

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the Audit period covering the Financial Year ended 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the period ended 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder; [Not applicable to the Company during the audit period under review]
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
   a. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; [Not applicable to the Company during the period under review];
   b. The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; [Not applicable to the Company during the period under review];
   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; [Not applicable to the Company during the period under review];
   d. The SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 [Not applicable to the Company during the period under review];
   e. The SEBI (Share based Employee benefits) Regulations; [Not applicable to the Company during the period under review];
   f. The SEBI (Issue and Listing of Debt Securities) Regulations, 2008

   [Not applicable to the Company during the period under review];
   g. The SEBI (Registrars to an Issue and Share Transfer Agents) Regulations, 1993, regarding the Companies Act and dealing with client [Not applicable to the Company during the period under review];
   h. The SEBI (Delisting of Equity Shares) Regulations, 2009 [Not applicable to the Company during the period under review];
   i. The SEBI (Buy- back of Securities) Regulations, 2018 [Not applicable to the Company during the period under review].
6. Other laws specifically applicable to the Company (based on management representation), including:
   a. Drugs and Cosmetics Act, 1940
   b. Applicable health and pharmaceutical regulations

Annexure 2B (Contd.)

For the compliances of Labour Laws & other General Laws, our examination and reporting is based on the documents, records and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable, Labour Laws & other General Laws.

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the Statutory Auditor and other designated professionals.

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards (SS-1 & SS-2) issued by The Institute of Company Secretaries of India (ICSI).

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors and Non-Executive Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate Notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We have informed that there were no dissenting members, on any of the matters, discussed at the Board Meetings during the Financial Year under review, whose views were required to be captured and recorded as part of the minutes.

We further report that:

Based on the information provided by the Company, its officers and authorized representatives during the conduct of the audit, we are of the opinion that there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that:

During the period covered under the Audit, the Company has not made any specific events / actions having a major bearing on the Company's affairs in pursuance of laws, rules, regulations and guidelines referred to above.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000215513

Place: New Delhi
Date: 28.04.2026

This report is to be read with Annexure A, which forms an integral part of this report.

ANNEXURE-A
to Annexure 2B

To,
The Members
Malik Lifesciences Private Limited
CIN: U63021DL2004PTC299408
301, Third Floor, Mohan Place, LSC, Block - C,
Saraswati Vihar, Delhi-110034

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000215513

Place: New Delhi
Date: 28.04.2026

ANNEXURE-2C

Form No. - MR3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,

The Members,

Akumentis Healthcare Limited

CIN: U72900DL2010PLC206414

209, 2nd Floor, Mohan Place, LSC, C-Block,

Saraswati Vihar, North West, Delhi – 110 034

I have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by AKUMENTIS HEALTHCARE LIMITED (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

AUDITOR'S RESPONSIBILITY

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, I hereby report that in my opinion, the Company has, during the Audit period covering the Financial Year ended 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board- processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the period ended 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder; [Not applicable to the Company during the audit period under review]
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
   a. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; [Not applicable to the Company during the period under review];
   b. The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; [Not applicable to the Company during the period under review];
   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; [Not applicable to the Company during the period under review];
   d. The SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 [Not applicable to the Company during the period under review];
   e. The SEBI (Share based Employee benefits) Regulations; [Not applicable to the Company during the period under review];
   f. The SEBI (Issue and Listing of Debt Securities) Regulations, 2008

      [Not applicable to the Company during the period under review];
   g. The SEBI (Registrars to an Issue and Share Transfer Agents) Regulations, 1993, regarding the Companies Act and dealing with client [Not applicable to the Company during the period under review];
   h. The SEBI (Delisting of Equity Shares) Regulations, 2009 [Not applicable to the Company during the period under review];
   i. The SEBI (Buy- back of Securities) Regulations, 2018 [Not applicable to the Company during the period under review].
6. Other laws specifically applicable to the Company (based on management representation), including:
   a. Drugs and Cosmetics Act, 1940
   b. Applicable health and pharmaceutical regulations

For the compliances of Labour Laws & other General Laws, our examination and reporting is based on the documents, records and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable, Labour Laws & other General Laws.

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the Statutory Auditor and other designated professionals.

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards (SS-1 & SS-2) issued by The Institute of Company Secretaries of India (ICSI).

During the period under review the Company has generally complied with the provisions of the Act, Rules, Regulations, Guidelines, Standards, etc.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate Notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We have informed that there were no dissenting members, on any of the matters, discussed at the Board Meetings during the Financial Year under review, whose views were required to be captured and recorded as part of the minutes.

We further report that:

Based on the information provided by the Company, its officers and authorized representatives during the conduct of the audit, we are of the opinion that there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that:

During the period covered under the Audit, the Company has not made any specific events / actions having a major bearing on the Company's affairs in pursuance of laws, rules, regulations and guidelines referred to above.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000215546

Place: New Delhi
Date: 28.04.2026

This report is to be read with Annexure A, which forms an integral part of this report.

ANNEXURE-A
to Annexure 2C

To,
The Members
Akumentis Healthcare Limited
CIN: U72900DL2010PLC206414
209, 2nd Floor, Mohan Place, LSC, C-Block,
Saraswati Vihar, North West, Delhi – 110034

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000215546

Place: New Delhi
Date: 28.04.2026

ANNEXURE-2D

Form No. - MR3

SECRETARIAL AUDIT REPORT

FOR THE FINANCIAL YEAR ENDED MARCH 31, 2026

[Pursuant to section 204(1) of the Companies Act, 2013 and Rule No.9 of the Companies (Appointment and Remuneration Personnel) Rules, 2014]

To,

The Members,

Maxcure Nutravedics Limited

CIN: U74899DL1994PLC057323

Unit 101, Plot No.4, 1st Floor, Mohan Place LSC,

Block-C, Saraswati Vihar, North West, Delhi – 110 034

We have conducted the Secretarial Audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by MAXCURE NUTRAVEDICS LIMITED (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts / statutory compliances and expressing my opinion thereon.

AUDITOR'S RESPONSIBILITY

Based on my verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of Secretarial Audit, we hereby report that in our opinion, the Company has, during the Audit period covering the Financial Year ended 31st March, 2026, complied with the statutory provisions listed hereunder and also that the Company has proper Board-processes and compliance-mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

I have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the period ended 31st March, 2026 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 ('SCRA') and the rules made thereunder; [Not applicable to the Company during the audit period under review]
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;
5. The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'): -
   a. The SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015; [Not applicable to the Company during the period under review];
   b. The SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011; [Not applicable to the Company during the period under review];
   c. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015; [Not applicable to the Company during the period under review];
   d. The SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018 [Not applicable to the Company during the period under review];
   e. The SEBI (Share based Employee benefits) Regulations; [Not applicable to the Company during the period under review];
   f. The SEBI (Issue and Listing of Debt Securities) Regulations, 2008 [Not applicable to the Company during the period under review];
   g. The SEBI (Registrars to an Issue and Share Transfer Agents) Regulations, 1993, regarding the Companies Act and dealing with client [Not applicable to the Company during the period under review];
   h. The SEBI (Delisting of Equity Shares) Regulations, 2009 [Not applicable to the Company during the period under review];
   i. The SEBI (Buy- back of Securities) Regulations, 2018 [Not applicable to the Company during the period under review].
6. Other laws specifically applicable to the Company (based on management representation), including:
   a. Drugs and Cosmetics Act, 1940
   b. Applicable health and pharmaceutical regulations

For the compliances of Labour Laws & other General Laws, our examination and reporting is based on the documents, records

Annexure 2D (Contd.)

and files as produced and shown to us and the information and explanations as provided to us, by the officers and management of the Company and to the best of our judgment and understanding of the applicability of the different enactments upon the Company, in our opinion there are adequate systems and processes exist in the Company to monitor and ensure compliance with applicable, Labour Laws & other General Laws.

The compliance by the Company of applicable financial laws, like direct and indirect tax laws, has not been reviewed in this audit since the same have been subject to review by the Statutory Auditor and other designated professionals.

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards (SS-1 & SS-2) issued by The Institute of Company Secretaries of India (ICSI).

During the period under review the Company has complied with the provisions of the Act, Rules, Guidelines, Standards, etc. mentioned above except to the extent as mentioned below:

1. *E-Form MGT-7 has not been certified by the Company Secretary in employment and instead have been signed/certified by a Practicing Company Secretary.*

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors and Non-Executive Directors. The changes in the composition of the Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act and Listing Regulations.

Adequate Notice is given to all Directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We have informed that there were no dissenting members, on any of the matters, discussed at the Board Meetings during the Financial Year under review, whose views were required to be captured and recorded as part of the minutes.

We further report that:

Based on the information provided by the Company, its officers and authorized representatives during the conduct of the audit, we are of the opinion that there are adequate systems and processes in place in the Company which is commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that:

During the period covered under the Audit, the Company has not made any specific events / actions having a major bearing on the Company's affairs in pursuance of laws, rules, regulations and guidelines referred to above.

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213445

Place: New Delhi
Date: 27.04.2026

This report is to be read with Annexure A, which forms an integral part of this report.

ANNEXURE-A
to Annexure 2D

To,
The Members
Maxcure Nutravedics Limited
CIN: U74899DL1994PLC057323
Unit 101, Plot No.4, 1st Floor, Mohan Place LSC,
Block-C, Saraswati Vihar, North West, Delhi-110034

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in Secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained the Management representation about the compliance of laws, rules and regulations and happening of events etc.
5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company

For SPG & Associates
Company Secretaries

CS Atul Kumar Rawat
Partner
FCS No: F11727| CP No:19018
UDIN: F011727H000213445

Place: New Delhi
Date: 27.04.2026

ANNEXURE-3

Details of Loan, Investment & Guarantee as on 31.03.2026

(Amt. in INR Million)

Particulars	Standalone		
	Investments	Loans	Guarantee Oustanding Bank Loan
Pure and Cure[1]	2,499.97	345.00	-
Malik Lifesciences	34.85	1,629.00	-
Akums Healthcare	1.00	3,306.80	-
Unosource	196.20	-	-
Maxcure[1]	330.42	-	-
Plenteous	0.50	-	-
Medibox[2]	-	-	-
Upadhrish	1.50	138.90	-
Nicholas	0.50	-	-
Sarvagunaushdhi	0.10	-	-
Qualymed	0.10	621.71	-
Akumentis Healthcare	595.00	-	-
Akums Healthcare UK	0.00	6.28	-
Akums Healthcare Malta	0.03	-	-
Total	**3,660.16**	**6,047.69**	**-**

***Note:**

1. *During the year ended 31.03.2025, the Company had invested in 0.01% Optionally Convertible Redeemable Preference Shares (OCRPS) of its wholly owned subsidiaries Pure and Cure Healthcare Private Limited (₹ 2,020.90 million) and Maxcure Nutravedics Limited (₹ 250 million).*
2. *Investment of ₹ 30.64 million in Medibox has been written off during FY 23-24.*
3. *The details furnished for Akums Drugs and Pharmaceuticals Ltd. have been prepared after including Akums Employee Benefits Trust ('ESOP Trust') as an integral part of the Company, hence loans given to ESOP Trust amounting to ₹ 3,004.40 million have not been disclosed above.*
4. *The above figures exclude interest receivable from subsidiaries, totaling ₹ 37.10 million.*

ANNEXURE-5

ANNUAL REPORT ON CSR ACTIVITIES

(for the financial year ended 31.03.2026)

1. Brief outline on CSR Policy of the Company:

Company has adopted the CSR policy in the Board meeting at the recommendation of CSR committee pursuant to Section 135 of the Companies Act, 2013 read with rules made thereunder; The Company's corporate social responsibility (CSR) activities aim to create social value for the community and society at large, the prime focus of the CSR policy is on the activities relating rural development including promotion of education, employments, preventive healthcare, safe drinking water, environment sustainability, enhancing vocational skills and providing on job training, etc.

All the facilities for which the contribution is made falls under Schedule VII of the Companies Act, 2013 as amended till date. Further, the Company had made ensure that the contribution in CSR activity shall be undertaken by the Company itself by making contribution through implementing agencies, including but not limited to, Red Cross society, Akums Health & Education Society and Akums Foundation and same contribution does fall under the Schedule VII. Also, the details of contribution made are being part of this report.

The Company's CSR Policy in compliance with Section 135 of the Companies Act, 2013 read with rules framed thereunder and web link for the same is : https://www.akums.in/wp-content/uploads/2026/04/CSR-Policy.pdf

2. Composition of CSR Committee

In pursuant to the Section 135 of the Companies Act, 2013, the composition of CSR Committee is given as under:

Sl. No.	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year.	Number of meetings of CSR Committee attended during the year.
1.	Mr. Sandeep Jain	Chairman and Managing Director	-	-
2.	Mr. Sanjeev Jain	Member and Managing Director	-	-
1.	Ms. Matangi Gowrishankar	Member and Independent Director	-	-
2.	Mr. Sunil Kumar Thakur	Member and Non-Executive Director	-	-

3. Provide the web link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the Company:

CSR Committee: https://www.akums.in/investors/composition-of-directors/

CSR Policy & Projects: https://www.akums.in/wp-content/uploads/2026/04/CSR-Policy.pdf

4. Provide the executive summary along with web-link(s) of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014: **Not applicable**

5. Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any

Sl. No.	Financial Year	Amount available for set-off from preceding financial years (in Rs)	Amount required to be set- off for the financial year, if any (in Rs)
1	2024-25	41,00,000 /-	41,35,000 /-
2	2023-24	-	-
3	2022-23	35,000 /-	-
TOTAL		**41,35,000/-**	**41,35,000 /-**

6. CSR Obligation for the Financial Year (FY 2025-26)

a. Average net profit/(loss) of the Company as per sub-section (5) of section 135:

₹ 850.72 Million

b. Two percent of average net profit of the Company as per sub-section (5) of section 135:

₹ 17.01 Million

Annexure 5 (Contd.)

c. Surplus arising out of the CSR projects or programmes or activities of the previous financial years:

Nil

d. Amount required to be set off for the financial year, if any:

₹ 41,35,000 /-

e. Total CSR obligation for the financial year (6b + 6c - 6d):

₹ 12.88 Million

7. CSR Amount spent or unspent for the Financial Year (2025-26)

(a) CSR amount spent or unspent for the financial year:

Total Amount Spent for the Financial Year. (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5).		
	Amount.	Date of transfer.	Name of the Fund	Amount.	Date of transfer.
₹ 0.5 Million	₹12.38 Million	29-04-2026	Nil		

(b) Amount spent on CSR Projects (both Ongoing Project and other than ongoing projects): **Ongoing Project = Nil, Other than ongoing projects ₹ 5,00,000 /-**

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl. No.	Name of the Project	Item from the list of activities in schedule VII to the Act.	Local area (Yes/ No).	Location of the project.		Amount spent for the project (in ₹.)	Mode of implementation- Direct (Yes/No)	Mode of implementation – Through implementing agency.	
				State.	District.			Name	CSR registration number
1.	Garhwal Mandal Vikas Nigam Yoga Camp (Promoting health care including preventive health care)	(i)	Yes	Uttarakhand Delhi	Uttarakhand Delhi	5,00,000/- (Transaction Reference No: SBINR52026031320054015)	Yes	N.A.	N.A.
	TOTAL					5,00,000/-			

(c) Amount spent in Administrative Overheads: **Nil**

(d) Amount spent on Impact Assessment, if applicable: **Not Applicable**

(e) Total amount spent for the Financial Year: **₹ 5,00,000 /-**

(f) Excess amount for set off, if any: **Nil**

Sl. No.	Particular	Amount (₹)
(i)	Two percent of average net profit/(loss) of the Company as per section 135(5)	**17,014,406 /-**
(ii)	Amount Required to be spent u/s 135 (5) after setting off of excess amount spend in Prev. financial years	**1,28,79,406 /-**
(iii)	Total amount spent for the Financial Year 2025-26	**5,00,000 /-**
(iv)	Excess amount spent for the financial year [(iii)-(ii)]	**Nil**
(v)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	**Nil**
(vi)	Amount available for set off in succeeding financial years [(iv)-(v)+Prev. Excess Amount]	**Nil**

8. Details of Unspent CSR amount for the preceding three financial years: **Not Applicable**

1	2	3	4	5	6		7	8
Sl. No.	Preceding Financial Year (s)	Amount transferred to Unspent CSR Account under section 135(6) (in ₹)	Balance Amount in Unspent CSR Account under section 135(6) (in ₹)	Amount Spent in the Financial Year (in ₹)	Amount transferred to a Fund as specified VII as per second proviso to section 135(5), if any		Amount remaining to be spent in succeeding Financial Years (in ₹)	Deficiency, if any
					Amount (in ₹)	Date of Transfer		
1	2022-23	-	-	-	-	-	-	-
2	2023-24	-	-	-	-	-	-	-
3	2024-25	-	-	-	-	-	-	-

9. Whether any capital assets have been created or acquired through CSR amount spent in the Financial Year:

☐ Yes ■ No

If yes, enter the number if Capital assets created/ acquired:

Furnish the details relating to such asset(s) so created or acquired through CSR amount spent in the Financial Year:

Sl. No. (1)	Short particulars of the property or asset(s) (2)	Pin code of the property or asset(s) (3)	Date of creation (4)	Amount of CSR amount spent (5)	Details of entity/ Authority/ beneficiary if the registered owner (6)		
					CSR Registration Number, if applicable	Name	Registered Address
-	-	-	-	-	-	-	-

10. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5): Not Applicable

For Akums Drugs and Pharmaceuticals Limited

Sandeep Jain
Managing Director &
Chairman of CSR Committee

Sanjeev Jain
Managing Director &
Member of CSR Committee

Date: 14.05.2026
Place: Delhi

ANNEXURE- 6

PARTICULARS OF EMPLOYEES

The information required under Section 197 of the Companies Act, 2013 read with Rule 5 of the Companies (Appointment & Remuneration of Managerial Personnel) Rules, 2014 are given below:

1. **Ratio of the remuneration of each Director to the median remuneration of the employees of the Company for the financial year 2025-26: -**

Name of Directors	Category	Total Remuneration/ Sitting Fees/ Prof. Fees (in ₹)	Ratio of remuneration of Director to the median remuneration
Mr. Sanjeev Jain	Managing Director	**86,617,997**	215.94
Mr. Sandeep Jain	Managing Director	**86,193,230**	214.89
Mr. Kewal Handa	Independent Director	**3,500,000**	8.73
Ms. Matangi Gowrishanker	Independent Director	**3,100,000**	7.73
Mr. Sunil Kumar Thakur	Non-Executive Director	**-**	-
Mr. Sanjay Kumar Sinha	Whole Time Director	**14,282,127**	35.61
Mr. Satwinder Singh	Independent Director	**1,400,000**	3.49
Mr. Anil Amin*	Independent Director	**3,000,000**	7.48

*Mr. Anil Amin appointed as an Independent Director of the Company w.e.f. 04-June-2025

2. **The percentage increase in remuneration of Executive Directors, Chief Financial Officer and Company Secretary in the financial year 2025-26: -**

Name of Directors	Category	Remuneration (in ₹)		Percentage Increase/Decrease
		2024-25	2025-26	
Mr. Sanjeev Jain	Managing Director	82,778,407	86,617,997	4.64
Mr. Sandeep Jain	Managing Director	81,870,541	86,193,230	5.28
Mr. Sanjay Kumar Sinha	Whole Time Director	13,181,600	14,282,127	8.35
Mr. Sumeet Sood	Chief Financial Officer	20,954,376	21,131,756	0.85
Mr. Dharamvir Malik	Company Secretary & Compliance Officer	2,934,968	3,044,085	3.72

3. **The percentage increase in the median remuneration of all employees in the financial year 2025-26:** 6.14 %

4. **The number of permanent employees on the rolls of the Company (Standalone basis) during the financial year 2025-26:** 1,802 (as on March 31, 2026)

5. **Average percentile increases in salaries of employees other than managerial personnel and its comparison with percentile increase in the remuneration of Managerial personnel:**

Particular	Percentage Increase/ Decrease
Average percentage change in the salaries of all employees (other than Key Managerial Personnel)	**8 %**
Average percentage change in the salaries of MD & WTD	**5.21 %**
Average percentage change in the salaries of CFO and CS	**1.20 %**

6. **The Company affirms remuneration paid as per the Remuneration Policy of the Company.**

Corporate Governance Report

1. Brief Statement on philosophy on code of governance

At Akums, we believe that robust corporate governance is fundamental for sustainable growth, retain stakeholders trust, and long-term value creation. Our governance philosophy is rooted by the principles of transparency, accountability, integrity, and fairness. We are committed to ethical conduct and compliance with all the applicable laws and regulations, ensuring that our business practices reflect the highest standards through a well-structured governance framework, we foster a culture of responsibility, promote effective decision-making, and safeguard the interests of all stakeholders.

2. Board of directors

Composition of Board

The Company's Board is an optimum combination of Executive, Non-Executive and Independent Directors, including a woman independent director, for effective governance and management, and a mix of professionalism, knowledge and experience. As on March 31, 2026, the company had a total strength of eight (8) Directors on the Board, comprising of three (3) Executive Directors, five (5) Non-executive Directors out of which four (4) are Independent Directors (including one (1) woman independent director).

The Board reviews its strength and composition from time to time to ensure that it remains aligned with the statutory as well as business requirements.

During the year under review, the Board of Directors met 4 (four) times i.e. on May 26, 2025, August 08, 2025, November 13, 2025, and February 13, 2026. The requisite quorum was present in all the meetings. The details of meetings held and attended by the directors during the F.Y. 2025-26 are provided below:

Name & Category of Director	No. of Board Meetings		Attendance at last AGM held on July 18, 2025	No. of Directorship in Indian Public Companies and HVDLEs (Including this Company)	No. of Committee Positions in all public companies (Including this Company)	
	Entitled to attend	Attended			Chairperson	Membership
Mr. Sanjeev Jain Promoter / Executive Director	4	4	Yes	0	0	1
Mr. Sandeep Jain Promoter / Executive Director	4	4	Yes	0	0	1
Mr. Sanjay Sinha WTD / Executive Director	4	4	Yes	0	0	0
Mr. Kewal Handa Non - Executive Independent Director	4	4	Yes	10	4	8
Ms. Matangi Gowrishankar Non - Executive Independent Director	4	4	Yes	7	1	7
Mr. Satwinder Singh Non - Executive Independent Director	4	4	Yes	4	4	5
Mr. Sunil Kumar Thakur Non-Executive Non-Independent Director	4	3	Yes	2	0	1
Mr. Anil Amin * Non - Executive Independent Director	3	3	Yes	0	0	1

*During the year under review, Mr. Anil Amin (DIN: 10594012), Independent Director of the Company, was appointed as an Independent Director effective from 04.06.2025 and was eligible to attend 3 board meetings.

Note:

1. Other Directorship includes Deemed Public Companies, does not include, Private Limited Companies, Foreign Companies and Companies registered under section 8 of the Companies Act, 2013.
2. As per regulation 26(1) of SEBI (LODR) Regulations, 2015, Chairmanship/Membership of committees only include Audit Committee and Stakeholders' Relationship Committee (including of Akums Drugs and Pharmaceuticals Limited). Membership of the Audit Committee and the Stakeholders' Relationship Committee alone is considered and membership includes chairmanship.
3. In compliance with Regulation 17A of SEBI (LODR) Regulations, 2015, none of the Directors acts as an independent director in more than 7 (seven) listed companies
4. None of the Directors on the Board is member in more than ten Committees or Chairman of more than five Committees across all the public companies in which they are Directors. The Directors have also made necessary disclosures regarding Committee positions in other public companies.

Names of the other listed companies where the person is a director and category of directorship

Name of Director	Directorship in other Listed Company	Category of Directorship
Mr. Sanjeev Jain	NIL	N.A.
Mr. Sandeep Jain	NIL	N.A.
Mr. Sanjay Sinha	NIL	N.A.
Mr. Satwinder Singh	NIL	N.A.
Mr. Sunil Kumar Thakur	Nephrocare Health Services Limited	Non - Executive Nominee Director
Mr. Anil Amin	Nil	N.A.
Mr. Kewal Handa	Borosil Limited	Non - Executive Independent Director
	Poonawalla Fincorp Limited	Non - Executive Independent Director
	Borosil Scientific Limited	Non - Executive Independent Director
Ms. Matangi Gowrishankar	IDFC First Bank Limited	Non - Executive Independent Director
	Cohance Lifesciences Limited	Non - Executive Independent Director
	Gujarat Pipavav Port Limited	Non - Executive Independent Director
	Greenlam Industries Limited	Non - Executive Independent Director

Disclosure of relationships between directors inter-se: None of the member of the board are related to each other except Mr. Sanjeev Jain and Mr. Sandeep Jain who are real brothers.

Number of shares and convertible instruments of the Company held by non- executive directors

Name and Category of Director	No. of Shares held as on March 31, 2026
Mr. Kewal Handa Non - Executive Independent Director	Nil
Ms. Matangi Gowrishankar Non - Executive Independent Director	Nil
Mr. Satwinder Singh Non - Executive Independent Director	Nil
Mr. Anil Amin Non - Executive Independent Director	Nil
Mr. Sunil Kumar Thakur Non - Executive Non-Independent Director	Nil

Web link where details of familiarization programmes imparted to independent directors is disclosed:

During the FY 2025-26, all directors were provided with necessary information, documents, reports and internal policies to familiarise them with the Company's procedures and practices. Directors are made aware of their roles and duties at the time of their appointment / re-appointment. The Company's Policy on conducting the familiarisation programme has been displayed on the website of the Company i.e. https://www.akums.in/wp-content/uploads/2026/03/Familiarisation-Programme_Independent-Directors.pdf

Matrix setting out the skills/expertise/competence of the board of directors:

In accordance with the Company's business and activities, the skills/ expertise/ competencies in the areas of General Management, Entrepreneurship, Pharmaceuticals, Public Health, Business Leadership, Strategy, Finance, Taxation, Legal, Risk Management, Governance, Human Resources and Marketing skills are needed for it to function effectively.

The Company's Board is comprised of individuals who are reputed in these skills, competence and expertise that allow them to make effective contribution to the Board and its Committees. From time to time, members of the Board have also received recognition from various Industry Bodies and Business Associations for the contribution made in their respective areas of expertise.

Sl. No.	Name and Category of Director	Skills/expertise/competence
1.	Mr. Sanjeev Jain	Pharmaceuticals and Marketing
2.	Mr. Sandeep Jain	Pharmaceuticals and Manufacturing
3.	Mr. Sanjay Sinha	Pharmaceuticals and Manufacturing

Sl. No.	Name and Category of Director	Skills/expertise/competence
4.	Mr. Kewal Handa	Finance, Taxation and Audit
5.	Ms. Matangi Gowrishankar	Human Resource
6.	Mr. Satwinder Singh	Legal and Compliance
7.	Mr. Sunil Kumar Thakur	Finance and Pharmaceuticals
8.	Mr. Anil Amin	Business Strategy

Confirmation that in the opinion of the board, the independent directors fulfill the conditions specified in these regulations and are independent of the management: Independent Directors are the Board members who are required to meet the criteria of 'independence' as set out in Regulation 16 of SEBI (LODR) Regulations, 2015, Section 149(6) read with rules and Schedule IV of the Companies Act, 2013 and other applicable regulations. In terms of Regulation 25(8) of the SEBI (LODR) Regulations, 2015, independent directors of the Company have confirmed that they are not aware of any circumstance or situation, which exists 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 Board has confirmed that Independent Directors of the Company fulfill the conditions specified in the Act and SEBI Listing Regulations and are independent of the management.

Detailed reasons for the resignation of an independent director who resigns before the expiry of his /her tenure along with a confirmation by such director that there are no other material reasons other than those provided. None of the independent director has resigned during the F.Y. 2025-26.

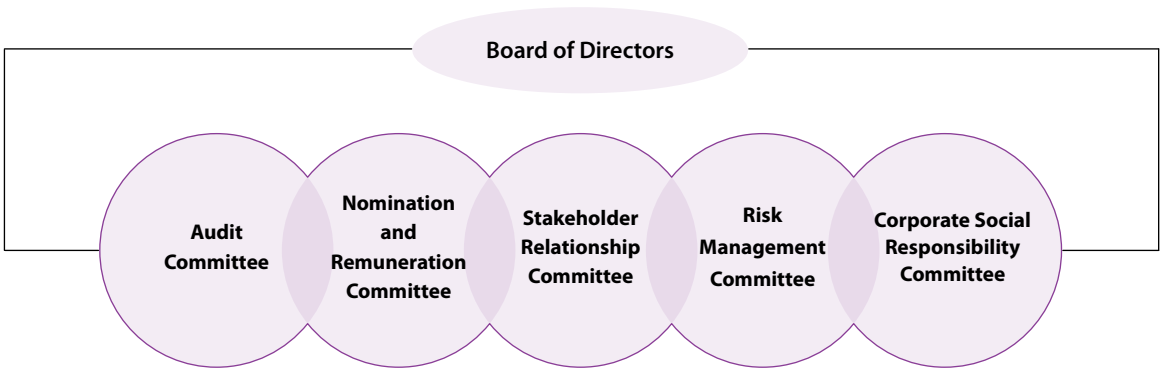
Company's Code of Conduct to Regulate, Monitor, Report Trading by Designated Persons and their immediate relatives: The Company has adopted a "Code of Conduct to Regulate, Monitor, Report Trading by Designated Persons and their immediate relatives" as per the requirements of SEBI (Prohibition of Insider Trading) Regulations, 2015. The Code inter alia, lays down the procedures to be followed by designated persons while trading/ dealing in Company's shares, sharing Unpublished Price Sensitive Information (UPSI) and includes code for practices and procedures for fair disclosure of UPSI. The Code covers Company's obligation to maintain a digital database, mechanism for prevention of insider trading and handling of UPSI, and the process to familiarize with the sensitivity of UPSI. The Code was last reviewed and approved by the Board on May 26, 2025 and is available on the website of Company under 'Policies' in the Investor section and can be accessed at https://www.akums.in/wp-content/uploads/2025/12/Code-of-Conduct-to-Regulate-Monitor-and-Report-for-Trading-by-Designated-Person.pdf

Committees of the Board:

The Board Committees play a vital role in ensuring sound Corporate Governance practices and constituted with suitable composition to deal with specific areas/activities as mandated by applicable rules and regulations. Each Committee of the Board is guided by its terms of reference which defines the scope, powers and responsibilities of the Committee.

The Board supervises its responsibilities and is responsible for the action executed by the Committees. The minutes of the meetings of all the Committees are placed before the Board for review.

As on March 31, 2026, the Board has constituted the following Committees:



3. Audit Committee

The Audit Committee of the Company is constituted as per the provisions of Section 177 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 18 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015. Members of the Audit Committee are financially literate and possess financial / accounting expertise /exposure.

Brief description of terms of reference:

The Audit Committee has the following terms of reference:

(a) To oversight of Company's financial reporting process and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible;

(b) recommendation for appointment, re-appointment and replacement, remuneration and terms of appointment of auditors, including the internal auditor, cost auditor and statutory auditor, of the Company and the fixation of audit fee;

(c) approval of payment to statutory auditors for any other services rendered by the statutory auditors;

(d) reviewing, with the management, the annual financial statements and auditor's report thereon before submission to the board for approval, with particular reference to:

i. matters required to be included in the director's responsibility statement to be included in the board's report in terms of clause (c) of sub-section (3) of Section 134 of the Companies Act, 2013;

ii. changes, if any, in accounting policies and practices and reasons for the same;

iii. major accounting entries involving estimates based on the exercise of judgment by management;

iv. significant adjustments made in the financial statements arising out of audit findings;

v. compliance with listing and other legal requirements relating to financial statements;

vi. disclosure of any related party transactions;

vii. modified opinion(s) in the draft audit report;

(e) reviewing, with the management, the quarterly, half-yearly and annual financial statements before submission to the board for approval;

(f) reviewing, with the management, the statement of uses / application of funds raised through an issue (public issue, rights issue, preferential issue, etc.), the statement of funds utilized for purposes other than those stated in the offer document / prospectus / notice and the report submitted by the monitoring agency monitoring the utilization of proceeds of a public or rights issue, or preferential issue or qualified institutions placement, and making appropriate recommendations to the board to take up steps in this matter;

(g) reviewing and monitoring the auditor's independence and performance, and effectiveness of audit process;

(h) formulating a policy on related party transactions, which shall include materiality of related party transactions;

(i) approval or any subsequent modification of transactions of the Company with related parties and omnibus approval for related party transactions proposed to be entered into by the Company subject to such conditions as may be prescribed;

(j) scrutiny of inter-corporate loans and investments;

(k) valuation of undertakings or assets of the Company and appointing a registered valuer in terms of Section 247 of the Companies Act, wherever it is necessary;

(l) evaluation of internal financial controls and risk management systems;

(m) reviewing, with the management, performance of statutory and internal auditors, adequacy of the internal control systems;

(n) reviewing the adequacy of internal audit function, if any, including the structure of the internal audit department, staffing and seniority of the official heading the department, reporting structure coverage and frequency of internal audit;

(o) discussion with internal auditors of any significant findings and follow up there on;

(p) reviewing the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board;

(q) discussion with statutory auditors before the audit commences, about the nature and scope of audit as well as post-audit discussion to ascertain any area of concern;

(r) to look into the reasons for substantial defaults in the payment to the depositors, debenture holders,

shareholders (in case of non-payment of declared dividends) and creditors;

(s) to review the functioning of the whistle blower mechanism;

(t) monitoring the end use of funds through public offers and related matters;

(u) approval of appointment of chief financial officer after assessing the qualifications, experience and background, etc. of the candidate;

(v) carrying out any other function as is mentioned in the terms of reference of the audit committee or as required as per the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, or any other applicable law, as and when amended from time to time;

(w) reviewing the utilization of loans and/ or advances from/ investment by the holding company in the subsidiary exceeding INR100 crore or 10% of the asset size of the subsidiary, whichever is lower including existing loans / advances / investments existing as on the date of coming into force of this provision; and

(x) consider and comment on rationale, cost-benefits and impact of schemes involving merger, demerger, amalgamation etc., on the Company and its shareholders.

The Audit Committee shall mandatorily review the following information:

i. management discussion and analysis of financial condition and results of operations;

ii. management letters / letters of internal control weaknesses issued by the statutory auditors;

iii. internal audit reports relating to internal control weaknesses; and

iv. the appointment, removal and terms of remuneration of the chief internal auditor shall be subject to review by the audit committee.

v. statement of deviations:

- quarterly statement of deviation(s) including report of monitoring agency, if applicable, submitted to stock exchange(s) in terms of Regulation 32(1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.
- annual statement of funds utilized for purposes other than those stated in the offer document/ prospectus/notice in terms of Regulation 32(7) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended.

vi. To review the financial statements, in particular, the investments made by any unlisted subsidiary; and

vii. Such information as may be prescribed under the Companies Act and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Composition, Meeting(s) and Attendance:

As on March 31, 2026, the Audit Committee comprises of 5 (five) Directors, out of which four (4) are Independent Directors and one (1) is a Non-Executive Non-Independent Director of the Company.

During the year under review, Audit Committee met 4 (four) times i.e. on May 26, 2025, August 08, 2025, November 13, 2025, and February 13, 2026. The requisite quorum was present at all the meetings.

The details of meetings attended by the Committee members during the F.Y. 2025-26 are mentioned below:

Sl. No.	Name and Category of Members	Position / Designation	No. of meetings entitled to attend	No. of meetings attended
1.	Mr. Kewal Handa Non - Executive Independent Director	Chairman	4	3
2.	Ms. Matangi Gowrishankar Non - Executive Independent Director	Member	4	4
3.	Mr. Satwinder Singh Non - Executive Independent Director	Member	4	4

Sl. No.	Name and Category of Members	Position / Designation	No. of meetings entitled to attend	No. of meetings attended
4.	Mr. Sunil Kumar Thakur Non - Executive Non-Independent Director	Member	4	4
5.	Mr. Anil Amin Non - Executive Independent Director	Member	2	2*

*Mr. Amin was appointed as a member of the Audit Committee Meeting on August 08, 2025 and was eligible to attend only 2 committee meetings during the year.

4. Nomination and Remuneration Committee:

The Nomination and Remuneration Committee (NRC) of the Company is constituted as per the provisions of Section 178 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 19 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Brief description of terms of reference:

The NRC has the following terms of reference:

(a) formulation of the criteria for determining qualifications, positive attributes and independence of a director and recommend to the board of directors of the Company (the "Board" or "Board of Directors") a policy relating to the remuneration of the directors, key managerial personnel and other employees ("Remuneration Policy"). The Nomination and Remuneration Committee, while formulating the Remuneration policy, should ensure that:

(i) the level and composition of remuneration be reasonable and sufficient to attract, retain and motivate directors of the quality required to run our Company successfully;

(ii) relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and

(iii) remuneration to directors, key managerial personnel and senior management involves a balance between fixed and incentive pay reflecting short- and long-term performance objectives appropriate to the working of the Company and its goals.

(b) formulation of criteria for evaluation of performance of independent directors and the Board;

(c) for every appointment of an independent director, the Nomination and Remuneration Committee shall evaluate the balance of skills, knowledge and experience on the Board and on the basis of such evaluation, prepare a description of the role and capabilities required of an independent director. The person recommended to the Board for appointment as an independent director shall have the capabilities identified in such description. For the purpose of identifying suitable candidates, the Committee may:

(i) use the services of an external agencies, if required;

(ii) consider candidates from a wide range of backgrounds, having due regard to diversity; and

(iii) consider the time commitments of the candidates.

(d) devising a policy on Board diversity;

(e) identifying persons who are qualified to become directors and who may be appointed in senior management in accordance with the criteria laid down, and recommend to the Board their appointment and removal and carrying out evaluation of every director's performance (including independent director);

(f) whether to extend or continue the term of appointment of the independent director, on the basis of the report of performance evaluation of independent directors;

(g) recommend to the Board, all remuneration, in whatever form, payable to senior management;

(h) perform such functions as are required to be performed by the Nomination and Remuneration Committee under the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, as amended, including the following:

- administering the employee stock option plans of the Company, as may be required;
- determining the eligibility of employees to participate under the employee stock option plans of the Company;

- granting options to eligible employees and determining the date of grant;
- determining the number of options to be granted to an employee;
- determining the exercise price under the employee stock option plans of the Company; and
- construing and interpreting the employee stock option plans of the Company and any agreements defining the rights and obligations of the Company and eligible employees under the employee stock option plans of the Company, and prescribing, amending and/or rescinding rules and regulations relating to the administration of the employee stock option plans of the Company.

(i) carrying out any other activities as may be delegated by the Board of Directors and functions required to be carried out by the Nomination and Remuneration Committee as provided under the Companies Act, 2013, the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 or any other applicable law, as and when amended from time to time.

Composition, Meeting(s) and Attendance:

As on March 31, 2026, the NRC comprises of 4 (four) Directors, out of which three (3) are Independent Directors and one (1) is a Non-Executive Non-Independent Director of the Company.

During the year under review, NRC met 4 (four) times i.e. on May 26, 2025, August 08, 2025, November 13, 2025, and February 13, 2026. The requisite quorum was present at all the meetings.

The details of the meetings attended by the Committee members during the F.Y. 2025-26 are mentioned below:

Sl. No.	Name and Category of Members	Position / Designation	No. of meetings entitled to attend	No. of meetings attended
1.	Ms. Matangi Gowrishankar Non - Executive Independent Director	Chairman	4	4
2.	Mr. Kewal Handa Non - Executive Independent Director	Member	4	4
3.	Mr. Satwinder Singh Non - Executive Independent Director	Member	4	4
4.	Mr. Sunil Kumar Thakur Non - Executive Non-Independent Director	Member	4	4

Independent Directors

The Company has received necessary disclosures from each of the Independent Directors in accordance with Section 149(7) of the Act and Regulation 25(8) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 that he/she meets the criteria of independence as laid out in Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and confirmed that they are not aware of any circumstances or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence.

The Board is satisfied with the integrity, expertise and experience (including proficiency in terms of Section 150(1) of the Act and applicable rules thereunder) of all Independent Directors on the Board.

Further, in terms of Section 150 read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014, as amended, Independent Directors of the Company have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs.

In terms of section 149(8) of Companies Act, 2013 read with Schedule IV of the Act and Regulation 25(3) and 25(4) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 separate meeting of Independent Directors namely Mr. Kewal Handa, Ms. Matangi Gawrishankar and Mr. Satwinder Singh, was held on May 26, 2025, inter alia:

a. To review the performance of Non-Independent directors, Chairman of the Board and the Board as a whole.

b. To assess the quality, quantity and timeliness of flow of information between the Company's Management and the Board/Committee(s) that is necessary for the Board/Committee(s) to effectively and reasonably perform their duties.

During the year under review, none of the Independent Directors have resigned from the board of the Company.

Performance evaluation criteria for independent directors

The Nomination and Remuneration Committee has adopted performance evaluation criteria for Independent Directors, aligned with the guidance note issued by SEBI and the Institute of Company Secretaries of India (ICSI) on Board Evaluation. These criteria encompass parameters such as knowledge, competency, fulfillment of functions, availability and attendance, initiative, integrity, contribution, and the ability to exercise independent judgment and provide an unbiased perspective.

The details of the performance evaluation conducted for the financial year are disclosed in the Board's Report, which forms an integral part of this Integrated Annual Report.

5. Stakeholders' Relationship Committee

The Stakeholders' Relationship Committee of the Company is constituted as per the provisions of Section 178 of the Act read with the Companies (Meetings of Board and its Powers) Rules, 2014 and Regulation 20 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

As on March 31, 2026, the Stakeholders' Relationship Committee comprises of 4 (Four) Directors, out of which two (2) are Independent Directors and two (2) are Promoter and Executive Directors of the Company.

During the year under review, the Stakeholders' Relationship Committee met one (1) time on November 13, 2025. The requisite quorum was present at the meeting.

The details of the meeting attended by the members during the F.Y. 2025-26 are mentioned below:

Sl. No.	Name and Category of Members	Position / Designation	No. of meetings entitled to attend	No. of meetings attended
1.	Mr. Satwinder Singh Non - Executive Independent Director	Chairperson	1	1
2.	Mr. Sanjeev Jain Promoter / Executive Director	Member	1	1
3.	Mr. Sandeep Jain Promoter / Executive Director	Member	1	1
4.	Ms. Matangi Gowrishankar * Non - Executive Independent Director	Member	1	1

* Ms. Gowrishankar was appointed as a member of the Stakeholders' Relationship Committee on August 08, 2025.

Compliance Officer

Mr. Dharamvir Malik is the Company Secretary and Compliance Officer of the Company

Investor Grievance Redressal

During the FY 2025-26, there was no complaint received from the shareholders whereas some of the shareholders requested for the physical copy annual report which has been provided to them within stipulated time. Therefore, no complaints were outstanding as on March 31, 2026. The details of investor complaints received and resolved during the F.Y. 2025-26 are as follows:

Number of Complaints received	Number of Complaints resolved	Number of pending complaints as on March 31, 2026
0	0	0

The Registrar and Share Transfer Agents ('RTA') namely MUFG Intime India Private Limited (Formerly Link Intime India Private Limited), attends all grievances of investors received directly or through SEBI, Stock Exchanges or the Ministry of Corporate Affairs. The Company maintains continuous interaction with the RTA and takes proactive steps and actions for resolving investor complaints/queries.

6. Risk management committee:

The Risk Management Committee of the Company is constituted as per the provisions of Regulation 21 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, and is in line with the applicable provisions of the Companies Act, 2013 and the Companies (Meetings of Board and its Powers) Rules, 2014.

Brief description of terms of reference:

The RMC has the following terms of reference:

1. To formulate a detailed risk management policy which shall include:
   (a) A framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG related risks), information, cyber security risks or any other risk as may be determined by the Committee.
   (b) Measures for risk mitigation including systems and processes for internal control of identified risks.
   (c) Business continuity plan.
2. To ensure that appropriate methodology, processes and systems are in place to monitor and evaluate risks associated with the business of the Company;
3. To monitor and oversee implementation of the risk management policy, including evaluating the adequacy of risk management systems;
4. To periodically review the risk management policy, at least once in two years, including by considering the changing industry dynamics and evolving complexity;
5. To keep the board of directors informed about the nature and content of its discussions, recommendations and actions to be taken;
6. The appointment, removal and terms of remuneration of the Chief Risk Officer (if any) shall be subject to review by the Risk Management Committee;
7. any other similar or other functions as may be laid down by Board from time to time and/or as may be required under applicable law, as and when amended from time to time, including the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Composition, Meeting(s) and Attendance:

As on March 31, 2026, the Risk Management Committee comprises of 6 (Six) members, out of which Two (2) are Executive Directors, three (3) are Non-Executive Independent Directors and one (1) is non-board member who is Chief Financial Officer of the Company.

During the year under review, the Risk Management Committee met two (2) times i.e. on November 13, 2025 and February 13, 2026. The requisite quorum was present at the meetings.

The details of meetings attended by the Committee members during the F.Y. 2025-26 are mentioned below:

Sl. No.	Name and Category of Members	Position / Designation	No. of meetings entitled to attend	No. of meetings attended
1.	Mr. Sanjeev Jain Promoter / Executive Director	Chairman	2	2
2.	Mr. Sandeep Jain Promoter / Executive Director	Member	2	2
3.	Ms. Matangi Gowrishankar Non - Executive Independent Director	Member	2	2
4.	Mr. Kewal Handa Non - Executive Independent Director	Member	2	2
5.	Mr. Anil Amin* Non - Executive Independent Director	Member	2	2
6.	Mr. Sumeet Sood Chief Financial Officer	Member	2	2

*Mr. Anil Amin was appointed as member of the Risk Management Committee on August 08, 2025.

7. Senior Management Personnel's:

Particulars of Senior Management Personnel's (SMPs) including changes therein since the close of the previous financial year are as under:

Sl. No.	Name	Designation
1	Sanjay Sinha	President – Operation CDMO (WTD)
2	Sumeet Sood	Chief Financial Officer
3	Dharamvir Malik	Company Secretary & Compliance Officer
4	Sunil Jaiswal	Sr. VP - R & D
5	Raj Kumar Singh	Asst. VP - Drug Regulatory Affairs
6	Tarun Kapoor	Sr. VP – IT (Designated as SMP w.e.f. August 08, 2025)
7	Dr. Shantanu Rajaram Chobhe	President (CQA) Formulation (Designated as SMP w.e.f. November 13, 2025)
8	Vinayak Bhat	VP (Operations) API division (Designated as SMP w.e.f. November 13, 2025)
9	V Jagannathan	President – HR (Designated as SMP w.e.f. May 14, 2026)
10	Jitendra Mishra	Sr. VP – IT (Ceased as SMP w.e.f. close of the business hours of July 05, 2025)
11	Sanjay Sharma	President - Strategy, New Projects & Business Excellence (Ceased as SMP w.e.f. close of the business hours of October 10, 2025)
12	Raj Kumar Bafna	President Finance (Ceased as SMP w.e.f. close of the business hours of December 31, 2025)
13	Arvind Srivastava	President – HR (Ceased as SMP w.e.f. close of the business hours of May 14, 2026)

8. Corporate Social Responsibility Committee:

The Corporate Social Responsibility Committee was formed pursuant to Section 135 of the Companies Act, 2013 read with the Companies (Corporate Social Responsibility Policy) Rules, 2014. The job of the committee was to formulate and recommend to the board a Corporate Social Responsibility policy indicating the activities to be undertaken by the Company as specified in Schedule VII of the Act, to recommend the amount of expenditure to be incurred on such activities, and to monitor the CSR policy of the company from time to time.

During the year under review, the composition of the committee is as below:

Sl. No.	Name and Category of Director	Position / Designation
1.	Mr. Sandeep Jain Promoter / Executive Director	Chairman
2.	Mr. Sanjeev Jain Promoter / Executive Director	Member
3.	Ms. Matangi Gowrishankar Non - Executive Independent Director	Member
4.	Mr. Sunil Kumar Thakur Non - Executive Non-Independent Director	Member

The Annual Report on CSR activities undertaken by the company and amount spent during the F.Y. 2025-26 is mentioned in the Annexure- 5 to the Boards' report which forms a part of this integrated annual report.

9. SEBI COMPLAINTS REDRESSAL SYSTEM (SCORES) & ONLINE DISPUTE RESOLUTION MECHANISM (ODR)

SCORES is an online platform established by the Securities and Exchange Board of India (SEBI) to facilitate investors in lodging and tracking complaints against listed companies. It is centralized web-based complaints redressal system, which serves as a centralized database of all complaints received, enables uploading of Action Taken Reports by the Company, and facilitates online filing of the complaint by the investors and subsequently viewing of actions taken on the complaint and its current status. The company authenticate itself on score for effective redressal of Investor Complaints.

SEBI has also introduced an Online Dispute Resolution (ODR) platform to facilitate the transparent and speedy resolution of investor grievances. If a shareholder's grievance is not satisfactorily resolved by the Company or its Registrar and Share Transfer Agent (RTA), either directly or through the SCORES platform, the investor may initiate a dispute resolution process via the ODR portal. The ODR platform can be accessed at: https://smartodr.in/login

10. Remuneration of Directors:

(a) All pecuniary relationship or transactions of the non-executive directors vis-à-vis the listed entity: None, except for the Sitting Fee or professional and advisory related fees to Non-Executive Directors.

(b) Criteria of making payments to non-executive directors:

The Company has adopted Nomination and Remuneration Policy for Directors, Key Managerial Personnel and Employees. The Policy is also available on the website of the Company and may be accessed at 'Disclosure under Regulation 46 of SEBI' in the Investor section at https://www.akums.in/wp-content/uploads/2025/03/2.-Policy_Nomination-Remuneration_signed.pdf

(c) Disclosures with respect to remuneration: in addition to disclosures required under the Companies Act, 2013, the following disclosures shall be made:

(in millions)

S. No.	Name of Director	No. of shares allotted/ transferred under ESPS	Sitting Fee (A)	Salary (B)	Perquisites (C)	Variable/ Commission (D)	Total (A+B+C+D)
1.	Mr. Sanjeev Jain Managing Director	0	NA	60	6.22	20.40	86.62
2.	Mr. Sandeep Jain Managing Director	0	NA	60	5.79	20.40	86.19
3.	Mr. Sanjay Sinha Whole Time Director	0	NA	14.28	0	0	14.28
4.	Mr. Sunil Thakur Non-Executive Non-Independent Director	0	NA	NA	0	0	0
5.	Mr. Kewal Handa* Non-Executive Independent Director	0	1.5	NA	0	0	1.5
6.	Ms. Matangi Gowrishankar* Non-Executive Independent Director	0	1.6	NA	0	0	1.6
7.	Mr. Satwinder Singh Non-Executive Independent Director	0	1.4	NA	0	0	1.4
8.	Mr. Anil Amin* Non-Executive Independent Director	0	0.9	NA	0	0	0.9

* During the FY-2025-26, Mr. Handa, Ms. Gowrishankar and Mr. Amin, Independent Directors of the Company, received professional and advisory related fees of ₹ 2 million, ₹ 1.5 million and ₹ 2.1 million respectively, in addition to sitting fees as mentioned above in the table. These payments were made for services rendered in a professional capacity, and not in the capacity of Directors, and are in compliance with the provisions of Section 149(9) of the Companies Act, 2013.

Note:

(i) The details of fixed component are provided in the table above and there are no other performance linked incentives paid to any Non-Executive Director of the Company.

(ii) Mr. Sanjeev Jain and Mr. Sandeep Jain Managing Directors of the company are entitled to Commission @ 0.4% each amounting to ₹ 19.00 million of the EBITA which is still payable.

(iii) No severance fees are payable to any directors.

(iv) None of the directors have been granted any stock options during the FY 2025-26.

11. General body meetings

a. Location and time, where last three annual general meetings held and Special resolution passed

Day, Date & time of Annual General Meeting	Location	Details of Special Resolution Passed, If any
Friday, July 18, 2025 at 11:00 A.M	Through Video Conference / Other Audio-Visual Means*	1. Appointment of Mr. Anil Amin (DIN:10594012) as an independent Director of the company
Friday, May 31, 2024 at 02:00 P.M	Plot no. 131 to 133, Block-C, Mangolpuri Industrial Area, Phase-1, Delhi-110083	1. To approve continuation of payment of remuneration to Executive Directors who are not promoters or members of the promoter group in excess of threshold limits as per SEBI (LODR) Regulations, 2015. 2. To approve the remuneration to directors in excess of the limits as per the Companies Act, 2013 in case of no profit / Inadequate Profit 3. To approve the borrowing limits under the provisions of the Companies Act, 2013 4. To authorize for sale / lease / disposal of part or Whole of Undertaking 5. To approve the limits of material related party transactions with Pure and Cure Healthcare Private Limited 6. To approve the limits of material related party transactions with Akums Healthcare Limited 7. To approve the limits of material related party transactions with Malik Lifesciences Private Limited 8. To approve the limits of material related party transactions with Maxcure Nutravedic Limited 9. To approve the limits of material related party transactions with Unosource Pharma Limited 10. To approve the limits of material related party transactions with Qualymed Pharma Private Limited 11. To approve the limits of material related party transactions with Akumentis Healthcare Limited 12. Adoption of new set of articles of association of the company.
Friday, June 30, 2023 at 04:30 P.M	Akums House, Plot no. 131 to 133, Block-C, Mangolpuri Industrial Area, Phase-1, Delhi-110083	1. Appointment of Mr. Sanjeev Jain and Mr. Sandeep Jain as Managing Director(s).

*As the AGM was held through Video Conference / Other Audio Visual Means deemed venue for meeting was Plot no. 131 to 133, Block-C, Mangolpuri Industrial Area, Phase-1, Delhi-110083

b. Details of special resolutions passed through postal ballot, details of the voting pattern, the persons who conducted the postal ballot exercise and procedure of postal ballot:

During the F.Y. 2025-26, no business was conducted through Ordinary / Special resolution(s) by way of postal ballots.

Whether any special resolution is proposed to be conducted through Postal Ballot:

No Special resolution is proposed to be conducted through Postal Ballot as on the date of this Corporate Governance Report.

12. Means of communication

a. Quarterly Results

The Company publishes limited reviewed un-audited standalone & consolidated financial results for each quarter. In respect of the financial year ended March 31, 2026, the Company publishes the audited financial results both standalone & consolidated for the complete financial year. The same are also available on the website of the company and may be accessed at https://www.akums.in/investors/financial-report/

b. Newspapers wherein results normally published

The quarterly, half-yearly and annual financial results are published in Financial Express (English Edition) and Jansatta (Hindi Edition).

c. Any website, where displayed

The financial results and the official news releases are also placed on the Company's website www.akums.in under Investor Section.

d. Whether website also displays official news releases

Yes, the Company regularly publishes an information update on its financial results and also displays official news releases in the Investors section.

e. Presentations made to institutional investors or to the analysts

The Company conducts earnings and analyst/investor meet calls each quarter to share updates on its performance and future outlook, thereby ensuring timely and transparent dissemination of information to the public.

13. General shareholder information

(a) Annual general meeting

Date: July 10, 2026

Time: 11:00 A.M. (IST)

Venue: Through Video conferencing / Other Audio-Visual means (OAVM) at Company's office i.e. Akums House, Plot no. 131 to 133, Block-C, Mangolpuri Industrial Area, Phase-1, Delhi-110083 will be considered as the deemed venue for the purpose of 22nd Annual General Meeting.

(b) Financial Year: The Financial year of the Company starts from April 01 and ends on March 31 of the next year.

The tentative calendar of Meeting of Board of Directors for consideration of quarterly financial results for the Financial Year 2026-27 are as follows:

First Quarter Results	Friday, August 07, 2026
Second Quarter and Half yearly Results	Wednesday, November 04, 2026
Third Quarter Results	Thursday, February 04, 2027
Fourth Quarter and Annual Results	Thursday, May 20, 2027

(c) Dividend Payment date: The final dividend of Re. 1.00/- (Rupee One only) and special dividend of Rs. 2.00/- (Rupees Two only) aggregating to Rs.3.00/- (Rupees Three only) (@150%) per equity share of face value of Rs. 2/- (Rupees Two only) each fully paid-up, for the Financial Year ended on March 31, 2026, as recommended by the Board, if approved at the ensuing AGM, will be paid, subject to deduction of tax at source wherever applicable, within thirty (30) days from the date of AGM. For further details, please refer Notice convening the 22nd AGM.

(d) Stock Exchange(s) at which the Company's securities are listed and a confirmation about payment of annual listing fee to each of such stock exchange(s)

Equity Shares of the Company are listed with the following Stock Exchange(s):

National Stock Exchange of India Ltd. (NSE) Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra (E), Mumbai- 400 051 Symbol: AKUMS	**BSE Limited (BSE)** 25th Floor, New Trading Ring, Rotunda Building, Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai- 400 001 Scrip Code: 544222

The annual listing fee for the F.Y. 2026-27 has been paid to NSE and BSE, within the stipulated time.

(e) in case the securities are suspended from trading, the directors report shall explain the reason thereof: No such instances occurred during the FY 2025-26.

(f) Registrar to an issue and share transfer agents

MUFG Intime India Private Limited
(Formerly known as Link Intime India Private Limited)
Address: C-101, 247 Park, L.B.S. Marg, Vikhroli (West), Mumbai - 400 083
Phone: +91 22 4918 6000
Website: www.in.mpms.mufg.com

(g) Share transfer system

100% Equity Shares of the Company are held in dematerialized form and are traded exclusively in dematerialized mode on the Stock Exchanges

In terms of the Regulation 40(1) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, with effect from April 1, 2019, securities of the listed companies can be transferred only in dematerialized form. Accordingly, the shares held in physical form will not be transferred unless they are converted into dematerialised form. Transfers of equity shares in electronic form are effected through the depository system with no involvement of the Company.

(h) Distribution of Shareholding:

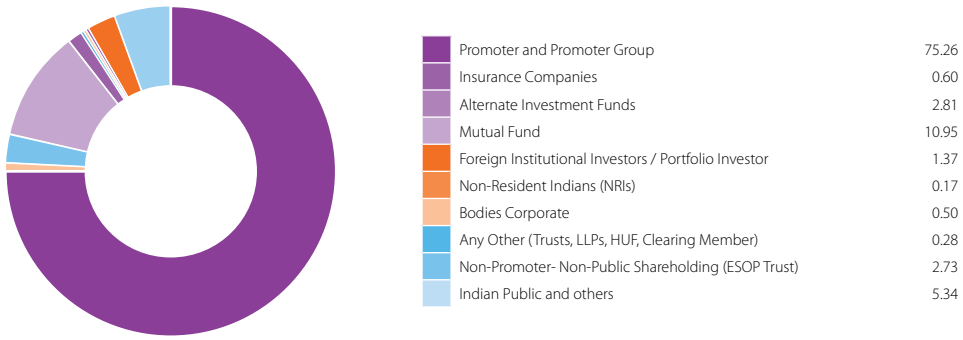
Distribution of shareholding as on March 31, 2026:

No. of Shares held	No. of Shareholders	% of total no. of Shareholders	No. of shares	% of total no. of shares
1 to 500	70,838	96.28	38,55,876	2.45
501 to 1000	1,484	2.02	11,02,435	0.70
1001 to 2000	684	0.93	9,91,724	0.63
2001 to 3000	178	0.24	4,48,062	0.28
3001 to 4000	92	0.13	3,22,801	0.21
4001 to 5000	79	0.11	3,65,618	0.23
5001 to 10000	109	0.15	7,65,777	0.49
10001 & above	113	0.15	14,95,41,695	95.01
Total	**73,577**	**100**	**15,73,93,988**	**100**

Category-wise shareholding Pattern as on March 31, 2026:

Category	Total no. of shares	% of holding
Promoter and Promoter Group	11,84,55,480	75.26
Insurance Companies	9,36,619	0.60
Alternate Investment Funds	44,17,801	2.81
Mutual Fund	1,72,30,213	10.95
Foreign Institutional Investors / Portfolio Investor	21,59,906	1.37
Non-Resident Indians (NRIs)	2,71,853	0.17

Category	Total no. of shares	% of holding
Bodies Corporate	7,89,348	0.50
Any Other (Trusts, LLPs, HUF, Clearing Member)	4,33,294	0.28
Non-Promoter- Non-Public Shareholding (ESOP Trust)	42,91,930	2.73
Indian Public and others	84,07,544	5.34
Total	**15,73,93,988**	**100**



(i) Dematerialization of shares and liquidity

Entire share capital of the Company is held in dematerialized form and are available for trading through both the depositories i.e. National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL). The Company's equity shares are actively traded and enjoy a high degree of liquidity on the stock exchanges i.e. NSE and BSE. The status of the shares held in demat and physical mode is given below:

Mode of Holding	As on March 31, 2026	Percentage
Dematerialized	15,73,93,988	100%
Physical	0	0
Total	**15,73,93,988**	**100%**

(j) **Outstanding Global Depository Receipts (GDRs) or American Depository Receipts (ADRs) or Warrants or any convertible instruments, conversion date and likely impact on equity:** There are no GDRs/ ADRs/ Warrants outstanding as on March 31, 2026.

(k) **Commodity price risk or foreign exchange risk and hedging activities:** The foreign exchange risk management is disclosed in the note no. 45(C) and 43 of the audited Standalone and Consolidated Financial Statements respectively forming part of this Integrated Annual Report.

(l) **Plant locations of the Company and its subsidiaries:**

Akums Drugs and Pharmaceuticals Limited	
Plant-I	Plot No. 19, 20 & 21, Sector-6A, IIE, Sidcul, Ranipur, Haridwar-249403, Uttarakhand, India
Plant-II	Plot No. 22, Sector-6A, IIE, Sidcul, Ranipur, Haridwar-249403, Uttarakhand, India
Plant-III	Plot No. 2, 3, 4 & 5, Sector-6B, IIE, Sidcul, Ranipur, Haridwar-249403, Uttarakhand, India
Plant-IV	Plot No. 47-48, Sector-6A, IIE, Sidcul, Ranipur, Haridwar, Uttarakhand, India

Subsidiaries Plant Location	
Plant-V	Plot No. 13, Sector-6A, IIE, Sidcul, Ranipur, Haridwar- 249403, Uttarakhand, India
Plant-VI	Plot No. 26A, 27-30, Sector-8A, IIE, Sidcul, Ranipur, Haridwar-249403, Uttarakhand, India
Plant-VII	Plot No. 16, N.H.-58, Vardhman Industrial Estate, Bahadarpur Saini, Roorkee-247667, Haridwar, Uttarakhand, India
Plant-VIII	Plot No. B-6, 7, 8 & 9, Sector-I, Siggadi Growth Centre, Sidcul, Kotdwar, Distt: Pauri Garhwal-246149, Uttarakhand, India
Plant-IX	Vill. Mankapur, P.O. Lodhimajra, Baddi, Distt: Solan-173205, Himachal Pradesh, India
Plant-X	Plot No. 1 Sector-3, IIE, Sidcul, Ranipur, Haridwar, Uttarakhand, India
Plant-XI	Vill-Makhnu Majra, Pargana Dharampur, Post Office - Bhud, Tehsil Baddi, Distt: Solan - 173205, Himachal Pradesh, India
API Plant Location	
ALS-1	Village. Sundran, P.O. Mubarakpur, Tehsil Derabassi, District Mohali, Punjab -140507, India
ALS- 2	Village. Chachrauli, P.O. Jeoli, Tehsil Derabassi, Lalru, District Mohali, Punjab -140501, India
ALS-3	280-281, HSIIDC, Tehsil Barwala, District Panchkula, Haryana- 131418, India

(m) **Address for correspondence by investor:**

Mr. Dharamvir Malik
Company Secretary & Compliance officer

Regd. Off: 304 Mohan Place,
LSC Saraswati Vihar, New Delhi – 110034

Corp. Office: Akums House,
Plot no 131 to 133,
Block-C Mangolpuri Industrial Area Phase-I
Delhi – 110083

(n) **List of all credit ratings obtained by the entity along with any revisions thereto during the relevant financial year, for all debt instruments of such entity or any fixed deposit programme or any scheme or proposal of the listed entity involving mobilization of funds, whether in India or abroad.**

The Company has not issued any debt instruments and did not have any fixed deposit programme or any scheme or proposal involving mobilisation of funds in India or abroad as on date March 31, 2026. The credit ratings assigned to the Company during the F.Y. 2025-26 onwards, time to time may be referred on the website of the Company through the link https://www.akums.in/investors/credit-rating/

14. Other Disclosures:

(a) **Disclosures on materially significant related party transactions that may have potential conflict with the interests of listed entity at large:** During the F.Y. 2025-26, there were no materially significant related party transactions that may have potential conflict with the interests of the Company at large. Details of related party transactions, as required under IND AS–24, are disclosed in note no. 42 and 41 of the standalone and consolidate audited accounts respectively forming part of this Integrated Annual Report.

(b) **Details of non-compliance by the listed entity, penalties, strictures imposed on the listed entity by stock exchange(s) or the board or any statutory authority, on any matter related to capital markets, during the last three years:** No penalties or strictures have been imposed on the Company by the stock exchanges, SEBI, or any other statutory authority in relation to capital market matters during the last three financial years. However, the stock exchanges had imposed a fine and penalty of ₹ 5,95,000/- on the Company only for non-compliance of the composition of the board from February 05, 2025 to June 04, 2025.

(c) **Details of establishment of vigil mechanism / whistle blower policy, and affirmation that no personnel has been denied access to the audit committee:** The Company has established a Vigil Mechanism / Whistle Blower Policy pursuant to the provisions of Section 177 of the Companies Act, 2013 and rules made thereunder as amended from time to time and Regulation 22 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, for its Directors and Employees to

report the genuine concerns about unethical behavior, actual or suspected fraud or violation of law and breach of the Company's Code of Conduct, Policies and Guidelines. The said policy also provides a right to Employees of the Company, in exceptional cases to make a Protected Disclosure directly to the Chairman of the Audit Committee, by writing a letter marked as Private and Confidential and addressed to the Chairman of the Audit Committee. During the F.Y. 2025-26, neither any complaint was received from Director or Employees of the Company nor any personnel has been denied access to the Audit Committee.

The vigil mechanism / whistle blower policy is available on the website of the Company under 'Disclosure under Regulation 46 of SEBI' in the Investor section and may be accessed at https://www.akums.in/wp-content/uploads/2025/03/4.-Policy_Whistle-Blower_signed.pdf

(d) **Details of compliance with mandatory requirements and adoption of the non- mandatory requirements:** The Company has complied with the mandatory requirements of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

(e) **Web link where policy for determining material subsidiaries is disclosed:** The policy for determining 'material' subsidiaries is available on the website of the Company under 'Disclosure under Regulation 46 of SEBI' in the Investor section and may be accessed at https://www.akums.in/wp-content/uploads/2025/03/Determining-Material-Subsidiries.pdf

(f) **Web link where policy on dealing with related party transactions:** The policy on dealing with Related Party Transactions is available on the website of the Company and under 'Disclosure under Regulation 46 of SEBI' in the Investor section and may be accessed at the web link https://www.akums.in/wp-content/uploads/2025/11/Related-Party-Transaction-Policy.pdf.

(g) **Disclosure of commodity price risks and commodity hedging activities:** Exposure to commodity risk with respect to commodity prices primarily arises from the purchases and sales of active pharmaceutical ingredients, including the raw material components for such active pharmaceutical ingredients. The prices of the raw materials generally fluctuate in line with commodity cycles. Commodity price risk exposure is evaluated and managed through operating procedures and sourcing policies.

(h) **Details of utilization of funds raised through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A):** The Company has not raised any funds through preferential allotment or qualified institutions placement as specified under Regulation 32 (7A) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, during the F.Y. 2025-26.

(i) **A certificate from a company secretary in practice that none of the directors on the board of the company have been debarred or disqualified from being appointed or continuing as directors of companies by the Board/Ministry of Corporate Affairs or any such statutory authority:** M/s SPG & Associates, Company Secretaries (Membership No. FCS 7776, CP No. 8529), have issued a certificate, confirming that none of the Directors on Board of the Company has been debarred or disqualified from being appointed or continuing as Director of companies by SEBI / MCA or any such authority. The certificate is enclosed with this corporate governance report as **'Annexure-A'.**

(j) **Where the board had not accepted any recommendation of any committee of the board which is mandatorily required, in the relevant financial year, the same to be disclosed along with reasons thereof:** The Board has accepted all the recommendations of its Committees, wherever made, during the F.Y. 2025-26 and there is no instance where the Board has not accepted any recommendation of any committee.

(k) **Total fees for all services paid by the listed entity and its subsidiaries, on a consolidated basis, to the statutory auditor and all entities in the network firm/network entity of which the statutory auditor is a part:** Total fees for all services paid by the Company and its subsidiaries on a consolidated basis to the Joint Statutory Auditors and all the entities in the network firm/ network entity of which Joint Statutory Auditors is a part are provided in Note No. 32 to the consolidated financial statements.

(l) **Disclosures in relation to the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (at group level):**

a. number of complaints filed during the financial year - 4
b. number of complaints disposed of during the financial year - 4
c. number of complaints pending as on end of the financial year – 0

(m) **Disclosure by listed entity and its subsidiaries of 'Loans and advances in the nature of loans to firms / companies in which directors are interested by name and amount':** The disclosure with respect to Loans and Advances in the nature of Loans to Firms / Companies in which Directors are interested is set out in Note no. 53 of audited Standalone Financial Statements forming part of this Integrated Annual Report.

(n) Details of material subsidiaries, including the date and place of incorporation and the name and date of appointment of the statutory auditors of such subsidiaries.

Name of Material Subsidiaries	Date and Place of Incorporation	Name of the Statutory Auditor's	Date of Appointment
Pure and Cure Healthcare Private Limited	September 13, 2005 Kanpur, Uttar Pradesh	Walker Chandiok & Co LLP	June 22, 2025
Malik Lifesciences Private Limited	February 05, 2004 Kanpur, Uttar Pradesh	Walker Chandiok & Co LLP	September 26, 2021
Akumentis Healthcare Limited	July 29, 2010 New Delhi	Walker Chandiok & Co LLP	June 27, 2021
Maxcure Nutravedics Limited	February 10, 1994 New Delhi	Walker Chandiok & Co LLP	September 26, 2021

15. Non-compliance of any requirement of corporate governance report, with reasons thereof shall be disclosed: The Company has complied with all the requirements of corporate governance report during the F.Y. 2025-26.

16. The corporate governance report shall also disclose the extent to which the discretionary requirements as specified in Part E of Schedule II have been adopted.

(a) The Board: Chairperson of the Company being an Executive Director, therefore the provision of entitlement of chairperson's office at the Company's expense is not applicable.

(b) Shareholder Rights: Quarterly and half yearly financial statements are published in leading newspapers and uploaded on Company's website at www.akums.in.

(c) Modified opinion(s) in audit report: Auditors have raised no qualification on the financial statements.

(d) Separate posts of Chairperson and the Managing Director or the CEO: Presently, Mr. Sanjeev Jain and Mr. Sandeep Jain holds the position of Managing Directors in the Company and anyone among them chairs meetings on being appointed as Chairperson by the directors present at the Board meeting. The Company does not have CEO in the Company.

17. The disclosures of the compliance with corporate governance requirements specified in regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of regulation 46 shall be made in the section on corporate governance of the annual report: The Company has complied with all the corporate governance requirements specified in Regulations 17 to 27 and clauses (b) to (i) of sub – regulation (2) of Regulation 46 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

A. Declaration signed by the Managing Directors stating that the members of board of directors and senior management personnel have affirmed compliance with the code of conduct of board of directors and senior management: The Board of Directors of the Company has adopted a 'Code of Conduct' for Directors and Senior Management Personnel, mandating integrity and ethics in their business conduct and managing company operations.

Pursuant to the provisions of Regulation 26(3) of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, all Board Members and Senior Management Personnel have affirmed their compliance with the Code of conduct of board of directors and senior management, and a declaration to this effect, signed by the Managing Director.

A copy of the Code is available on the website of the Company and can be accessed at https://www.akums.in/wp-content/uploads/2025/04/Code-of-Conduct-For-Directors-and-Senior-Management.pdf

B. Compliance certificate received from Mr. Suresh Pandey, Practicing Company Secretary and Partner at SPG & Associates, regarding compliance of conditions of corporate governance annexed with this corporate governance report as Annexure-B.

C. Disclosures with respect to demat suspense account / unclaimed suspense account

Details of the shares lying in the demat suspense account or unclaimed suspense account, are mentioned hereunder:

Particulars	No. of Shareholders	No. of Equity Shares
aggregate number of shareholders and the outstanding shares in the suspense account lying at the beginning of the year	Nil	Nil
number of shareholders who approached listed entity for transfer of shares from suspense account during the year	Nil	Nil
number of shareholders to whom shares were transferred from suspense account during the year	Nil	Nil
aggregate number of shareholders and the outstanding shares in the suspense account lying at the end of the year	Nil	Nil
Number of shares on which voting rights on these shares shall remain frozen till the rightful owner of such shares claims the shares	Nil	Nil

D. Disclosure of certain types of agreements binding listed entities

There is no such agreement which is required to be disclosed under clause 5A of paragraph A of Part A of Schedule III of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

For and on behalf of the Board
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Place: Delhi
Date: 14.05.2026

Sandeep Jain
Managing Director
DIN: 00323476

Place: Haridwar
Date: 14.05.2026

Annexure-A

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34 (3) read with Schedule V Para C clause (I0)(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
Akums Drugs and Pharmaceuticals Limited
CIN:L24239DL2004PLC125888
304 Mohan Place, LSC Saraswati Vihar,
Delhi-110 034

We have examined the relevant statutory registers, records, forms, returns, and disclosures received from the Directors of **Akums Drugs and Pharmaceuticals Limited (CIN: L24239DL2004PLC125888),** having its Registered Office at 304, Mohan Place, LSC Saraswati Vihar, Delhi - 110034 (hereinafter referred to as "the Company"), as produced before us by the Company for the purpose of issuing this Certificate in accordance with Regulation 34(3) read with Schedule V, Part C, Clause I0(i) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion, and to the best of our information and according to the verifications carried out by us, including verification of the status of the Director Identification Number (DIN) from the portal of the Ministry of Corporate Affairs (www.mca.gov.in), and based on the explanations and representations provided by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company for the **financial year ended 31st March 2026** have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, the Ministry of Corporate Affairs, or any other statutory authority.

The details of the Directors as on the date of this certificate are set out below:

S. No.	Name of Director	DIN	Date of Appointment in the Company
1	Kewal Kundanlal Handa	00056826	16.03.2022
2	Matangi Gowrishankar	01518137	16.03.2022
3	Sandeep Jain	00323476	19.04.2004
4	Sanjeev Jain	00323433	19.04.2004
5	Satwinder Singh	00164903	17.01.2024
6	Sunil Kumar Thakur	03266370	17.01.2024
7	Sanjay Sinha	03627342	17.01.2024
8	Anilkumar Arvindlal Amin	10594012	04.06.2025

Ensuring the eligibility for appointment, re-appointment, or continuation of every Director on the Board of the Company is the ultimate responsibility of the management of the Company. Our responsibility is limited to expressing an opinion based on the disclosures, information, and explanations provided to us by the management of the Company.

This Certificate should not be construed as an assurance regarding the future viability of the Company, nor as a confirmation of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries
Firm Registration No.: P2009DE074200
Peer Review Certificate No.: 1318/2021

CS Suresh Pandey
Partner
FCS:F7776
C.O.P. No.: 8529

Date: 08.04.2026
Place: Delhi
UDIN:F007776H000037509

Annexure-B

CORPORATE GOVERNANCE COMPLIANCE CERTIFICATE

[Pursuant to Regulation 34(3) read with Schedule V Para E of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015}

To,
The Members
Akums Drugs and Pharmaceuticals Limited
CIN: L24239DL2004PLC125888
304 Mohan Place, LSC Saraswati Vihar,
Delhi-110 034

We have examined the relevant records of **Akums Drugs and Pharmaceuticals Limited** (the"Company"), having its registered office at 304, Mohan Place, LSC Saraswati Vihar, Delhi - 110034, for the financial year ended 31st March 2026, as required under the applicable provisions of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time.

The compliance with the conditions of Corporate Governance is the responsibility of the management of the Company. Our examination was limited to a review of the procedures and implementation thereof, adopted by the Company for ensuring compliance with the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion, and to the best of our information and according to the explanations provided to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the aforesaid Listing Regulations.

We further state that this certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the Management has conducted the affairs of the Company.

For SPG & Associates
Company Secretaries
Firm Registration No.: P2009DE074200
Peer Review Certificate No.: 1318/2021

CS Suresh Pandey
Partner
FCS: F7776
C.O.P. No.: 8529

Date: 08.04.2026
Place: Delhi
UDIN:F007776H000037443

BUSINESS RESPONSIBILITY & SUSTAINABILITY REPORT

ANNEXURE II

SECTION A: GENERAL DISCLOSURES

I. Details of the Listed Entity

1.	**Corporate Identity Number (CIN) of the Listed Entity**	L24239DL2004PLC125888
2.	**Name of the Listed Entity**	Akums Drugs and Pharmaceuticals Limited
3.	**Year of Incorporation**	2004
4.	**Registered Office Address**	304, 3rd Floor, Mohan Place, L.S.C, C-Block, Saraswati Vihar Delhi-110034
5.	**Corporate Address**	Akums House, Plot No. 131 to 133, Block-C, Mangolpuri Ind. Area, Phase-I, Delhi -110083
6.	**E-mail**	cs@akums.net
7.	**Telephone**	011- 69041000 (Extn: 8676)
8.	**Website**	www.akums.in
9.	**Financial Year for which reporting is being done**	FY 2025-26
10.	**Name of the Stock Exchange(s) where shares are listed**	(I) BSE Limited (II) National Stock Exchange of India
11.	**Paid-up Capital**	₹ 31,47,87,976
12.	**Name and contact details of the person to be contacted for BRSR queries (Telephone, Email)**	Dharamvir Malik, Company Secretary and Compliance Officer
13.	**Reporting Boundary – Standalone or Consolidated?**	Consolidated
14.	**Name of Assurance Provider**	BDO India Services Private Limited
15.	**Type of Assurance Obtained**	1. Reasonable Assurance- Core Indicators 2. Limited Assurance- Essential (Other than Core Indicators) and Leadership Indicators

II. Products / Services

16. Details of business activities (accounting for 90% of the turnover):

S.No.	Description of Main Activity	Description of Business Activity	% of Turnover of the entity
1.	Manufacturing of pharma products and rendering of allied services	CDMO	79.95%
		API	4.23%
		Domestic Branded Formulations	10.25%
		International Branded Formulations	3.29%
		Trade Generics	2.29%

17. Products/Services sold by the entity (accounting for 90% of the entity's Turnover):

S.No.	Product / Service[1]	NIC Code	% of Total Turnover contributed
1.	Pharmaceutical formulations	2100	100%

[1]Considering "Pharmaceutical formulations" as a single product/service including testing, development and job work charges charged to customers.

III. Operations

18. Number of locations where plants and/or operations/offices of the entity are situated:

Location	No. of Plants	No. of Offices	Total
National	14	5	19
International	0	0	0

19. Markets served by the entity:

a. Number of locations

Locations	Number
National (No. of States)	Pan India (28 states and 8 union territories)
International (No. of Countries)	72

b. What is the contribution of exports as a percentage of the total turnover of the entity?

4.4%

c. A brief on types of customers:

Customer Segments and Market Reach

Akums and its subsidiaries caters to a diversified customer base across the pharmaceutical value chain, enabling resilient revenue streams and fostering long-term partnerships:

Pharmaceutical Companies:

Akums and its subsidiaries collaborate with leading domestic pharmaceutical companies to provide end-to-end contract development and manufacturing services. These partnerships are built on a strong foundation of quality, scalability, and regulatory compliance, enabling clients to accelerate time-to-market and enhance product competitiveness.

FMCG Companies:

The Company also partners with FMCG and allied companies for the development and supply of nutraceutical products. These offerings are designed to address evolving consumer needs for preventive healthcare and nutritional well-being.

Healthcare Providers:

Akums serves physicians, hospitals, and pharmacists by ensuring a consistent supply of high-quality and affordable formulations. This contributes to improved patient outcomes and enhances access to essential healthcare solutions.

Distribution Network:

The Company leverages a robust pan-India distribution network, working closely with distributors and retail pharmacy chains to ensure extensive market reach and product availability across both urban and rural geographies.

Global Markets:

Through its subsidiaries, including Akumentis Healthcare and Unosource Pharma, Akums has established a strong international presence, supplying branded and generic formulations to over 72 countries. The Company operates in alignment with diverse regulatory requirements across global markets.

Government and Regulatory Interface:

Akums maintains proactive engagement with government bodies and regulatory authorities, including institutions such as Indian Railways, Defence services, CGHS, Jan Aushadhi, BHEL, State Medical Corporations, CMSS, and HLL. These engagements support adherence to evolving regulatory frameworks, uphold quality standards, and contribute to national public health objectives.

IV. Employees

20. Details as at the end of Financial Year:

a. Employees and workers (including differently abled): -

Sr. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B/A)	No. (C)	% (C/A)
Employees (including differently abled)						
1.	Permanent (D)	6,455	5,732	88.80%	723	11.20%
2.	Other than permanent (E)	0	0	0%	0	0%
3.	**Total employees (D+ E)**	**6,455**	**5,732**	**88.80%**	**723**	**11.20%**
Workers						
4.	Permanent (F)	882	850	96.37%	32	3.63%
5.	Other than Permanent (G)	10,673	7,103	66.55%	3,570	33.45%
6.	**Total workers (F + G)**	**11,555**	**7,953**	**68.83%**	**3,602**	**31.17%**

b. Differently abled Employees and workers:

Sr. No.	Particulars	Total (A)	No. (B)	% (B/A)	No. (C)	% (C/A)
DIFFERENTLY ABLED EMPLOYEES						
1.	Permanent (D)	13	12	92.31%	1	7.69%
2.	Other than permanent (E)	0	0	0	0	0
3.	**Total employees (D+E)**	**13**	**12**	**92.31%**	**1**	**7.69%**
DIFFERENTLY ABLED WORKERS						
4.	Permanent (F)	3	3	100%	0	0%
5.	Other than Permanent (G)	15	14	93.33%	1	6.66%
6.	**Total workers (FG)**	**18**	**17**	**94.44%**	**1**	**5.55%**

21. Participation/Inclusion/Representation of women:

	Total (A)	No. and percentages of females	
		No. of Females (B)	% (B/A)
Board of Directors[2&3]	8	1	12.50%
Key Management Personnel[2]	5	0	0

[2]*Includes the Managing Director*
[3]*Includes Key Managerial Personnel*

22. Turnover rate for permanent employees and workers (Disclose trend for the past 3 years):

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	31.18%	33.03%	31.38%	35.71%	48.55%	37.21%	60.38%	66.13%	61.05%
Permanent Workers	36.97%	57.14%	37.56%	25.92%	18.18%	25.76%	29.55%	33.33%	29.60%

V. Holding, Subsidiary and Associate Companies (including joint ventures)

23. (a) Names of holding / subsidiary / associate companies / joint ventures:

S.No.	Name of Holding/Subsidiary/ Associate/Joint Ventures (A)	Indicate Whether Holding/Subsidiaries/ Associates/Joint Ventures	% of Shares held by listed entity	Does the entity indicated at column A, participate in Business Responsibilities Initiatives? (Yes/No)
1.	Pure & Cure Healthcare Private Limited	Wholly Owned Subsidiary (WOS)	100%	Yes
2	Maxcure Nutravedics Limited	WOS	100%	Yes
3	Malik Lifesciences Private Limited	WOS	100%	Yes
4	Akums Healthcare Limited	WOS	100%	Yes
5	Qualymed Pharma Private Limited	WOS	100%	No
6	Akumentis Healthcare Limited	Subsidiary	91.50%	Yes
7	Unosource Pharma Limited	WOS	100%	Yes
8	Sarvagunaushdhi Private Limited	WOS	100%	No
9	Plenteous Pharmaceuticals Limited	WOS	100%	No
10	Nicholas Healthcare Limited	WOS	100%	No
11	Upadhrish Reserchem LLP	WOS	100%	Yes
12	Medibox Pharma Private Limited	Step Down Subsidiary	100%	No
13	Akums Healthcare UK Limited	WOS	100%	No
14	Akums Healthcare Malta Private Limited	WOS	100%	No

S.No.	Name of Holding/Subsidiary/ Associate/Joint Ventures (A)	Indicate Whether Holding/Subsidiaries/ Associates/Joint Ventures	% of Shares held by listed entity	Does the entity indicated at column A, participate in Business Responsibilities Initiatives? (Yes/No)
15	Akums Healthcare (Zambia) Private Limited	JV with the Government of the Republic of Zambia	51%	No

VI. CSR Details

24. CSR Applicability (as per section 135 of Companies Act, 2013):

(i) Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No) - Yes

(ii) Turnover (in ₹): 1,348.74 Crores

(iii) Net worth (in ₹): 2,305.25 Crores

VII. Transparency and Disclosures Compliances

25. Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines for Responsible Business Conduct:

Stakeholder Group	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26			FY 2024-25		
		Filed	Pending	Remarks	Filed	Pending	Remarks
Communities	No	0	0	The engagement is primarily conducted through in-person interactions. Any grievances arising during such engagements are addressed through structured, face-to-face discussions, ensuring timely resolution and effective communication.	0	0	NA
Investors (other than shareholders)	Yes, investors may share their grievances with our Compliance Team at the email ID below: cs@akums.net	0	0	Zero complaints have been received during the year.	0	0	NA

Stakeholder Group	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26			FY 2024-25		
		Filed	Pending	Remarks	Filed	Pending	Remarks
Shareholders	Yes, shareholders may lodge their grievances through the SCORES platform, SEBI's online grievance redressal system. Alternatively, they may contact the Company's Compliance Team at cs@akums.net	0	0	Zero complaints have been received during the year.	0	0	NA
Employees and Workers	Yes, all employees and workers may raise and report their concerns under the purview of the Code of Conduct, Whistleblower, Grievance Redressal Policy. As detailed in the policy, complaints and concerns can be recorded through various channels, including an email, web portal dedicated to grievances, through written communication. Additionally, we have dedicated HR teams at all locations for recording, understanding and management of employee and worker grievances. Yes, https://myakums.akums.in/	8.00	0.00	100% of the cases have been closed	0	0	NA

Stakeholder Group	Grievance Redressal Mechanism in Place (Yes/No)	FY 2025-26			FY 2024-25		
		Filed	Pending	Remarks	Filed	Pending	Remarks
Customers	Yes, https://www.akums.in/contact-us/	1,066 [4]	163	During the FY26, 84.71% of the complaints received were duly addressed and closed. Of these, 14 cases were determined to be invalid upon review. The remaining complaints received in the last quarter are currently under detailed investigation, with the majority nearing closure.	925	46	NA
Value Chain Partners	No	0	0	Stakeholder engagement is undertaken through annual in-person meetings to solicit and review feedback. As this process is conducted offline, no dedicated web link or digital platform is currently available for this purpose.	0	0	NA
Other							

[4]The total number of customer market complaints includes certain cases that were subsequently cancelled following investigation, as they were determined to be invalid.

26. Overview of the entity's material responsible business conduct issues

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with the financial implications, as per the following format:

S.No.	Material Issue Identified	Risk / Opportunity (R/O)	Rationale for Identifying	Approach to Adapt or Mitigate (for Risk)	Financial Implications (+/-)
			Environment		
1	Water Management	R	Water scarcity and pollution can impact production processes and community relations.	Investing in water-efficient technologies and wastewater treatment systems.	Negative: Increased operational costs
2	Waste Management	R	Frequent regulatory changes necessitate timely compliance. Additionally, ensuring proper disposal, safe storage, effective management of diverse waste streams, and transparent tracking of transboundary movement presents ongoing operational challenges. Social license to operate may also get impacted	Strong compliance framework and tracking, monitoring, employee training, efficient storage systems in place, ensuring proper waste treatment through authorised vendor partnerships	Negative: Regulatory non-compliance, penalties and fines,
3	Climate Change	R	Impacts raw material availability, production, storage, and distribution processes.	Climate resilience strategies, reducing carbon footprint, Energy & Carbon Sustainability policy.	Negative: Increased costs for adaptation measures
4	Raw Material Sourcing	O	Ensuring sustainable sourcing to avoid supply chain disruptions and ethical concerns.		Positive: Decreased operational costs due to sourcing from nearby location sand decreased risk of penalties/fines
5	Renewable Energy	O	Transition towards RE reduces carbon footprint and operational costs.		Positive: Decreased operational costs
6	Energy Management	O	Efficient energy use ensures regulatory compliance and cost savings.		Positive: Decreased operational costs, better return on investments

S.No.	Material Issue Identified	Risk / Opportunity (R/O)	Rationale for Identifying	Approach to Adapt or Mitigate (for Risk)	Financial Implications (+/-)
7	Emissions Management	R	Increase in physical and transition risk due to climate change. This may impact business continuity	Identification and development of risk register, decouple energy with emissions, invest in clean and green energy sources	Negative: Initial investment costs are higher.
			Social		
8	Occupational Health & Safety	R	Physical and Mental health impacts may lead to disruption and major socio-economic impact on the organisation and its social license to operate	Health & safety awareness programs and regular trainings, annual health checkup, emergency drills, HIRA, clinic availability at all locations, medical insurance, accidental insurance	Negative: Inadequate management of Occupational Health and Safety (OHS) can result in higher insurance and liability costs, reputational risks, and diminished ability to attract and retain talent.
9	Sustainable Supply Chain & Responsible Procurement	O	Adoption of ethical sourcing and responsible procurement practices helps mitigate supply chain disruptions and ensures regulatory compliance.		Positive: Enables a stable, resilient, and ethically aligned supply chain. Thereby, reducing uncertainty cost and risk associated with the supply chain.
10	Protection of Human Rights	R	Any violation of human rights standards may result in legal liabilities and adversely impact the Company's reputation.	Implementation of comprehensive human rights policies, and Supplier/ Vendor Code of Conduct.	Negative: Legal penalties, compensation costs, and reputational impact.
11	Product Quality, Safety & Recall Management	R	Inadequate quality and safety controls may lead to product recalls and loss of trust.	Robust quality management systems, stringent testing protocols, and comprehensive recall preparedness and response mechanisms.	Negative: Recall-related costs and liabilities

S.No.	Material Issue Identified	Risk / Opportunity (R/O)	Rationale for Identifying	Approach to Adapt or Mitigate (for Risk)	Financial Implications (+/-)
12	Health Education & Prevention	O	Advancing health awareness and preventive care initiatives creates long-term societal value and strengthens stakeholder relationships and brand positioning.		Positive: Enhanced brand reputation and community relations
			Governance		
13	Corporate Governance, Business Ethics, Integrity & Transparency	O	Strong governance avoids legal issues, supports sustainable growth, boosts stakeholder confidence and builds trust.		Positive: Enhanced reputation avoiding transitional risks, stakeholder trust, social license to operate
14	Consumer & Patient Safety & Pharmacovigilance	O	Ensures safety and maintains trust while avoiding legal risks. Critical area for market access, business growth and continuity		Positive: Reduced legal risks, sustained market access and continuous business growth
15	Combating Counterfeit Medicines	R	Counterfeit drugs may harm patients and damage brand reputation.	Anti-counterfeiting technologies, secure packaging, proper product labelling, and strict supply chain controls.	Negative: Costs for anti-counterfeiting measures, potential revenue loss if not managed efficiently

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

Policy and Management Processes

1. Policy coverage across NGRBC Principles:

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
1a. Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)									
Sustainability Policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Energy and Carbon Policy	-	Yes	-	-	-	Yes	-	-	-
Environmental & Social Responsibility Policy	-	Yes	Yes	Yes	Yes	Yes	-	-	-
Policy on Human Rights	-	-	Yes	Yes	Yes	-	-	-	-
Policy on Prevention of Sexual Harassment at Workplace	-	-	Yes	Yes	Yes	-	-	-	-
Anti-Corruption Policy	Yes	-	-	Yes	-	-	Yes	-	-
Risk Management Policy	Yes	Yes	-	Yes	-	Yes	-	-	-
Whistle Blower Policy	Yes	-	Yes	Yes	-	-	Yes	-	Yes
Dividend Distribution Policy	Yes	-	-	Yes	-	-	-	-	-
Related Party Transactions Policy	Yes	-	-	Yes	-	-	-	-	-
Nomination & Remuneration Policy	Yes	-	Yes	Yes	-	-	-	-	-
Insider Trading Code of Conduct	Yes	-	-	Yes	-	-	-	-	Yes
Corporate Social Responsibility Policy	-	-	-	Yes	-	-	-	Yes	-
Policy on Preservation & Archival of Documents	Yes	-	-	Yes	-	-	-	-	-
Policy for Determination of Material Events	Yes	-	-	Yes	-	-	Yes	-	Yes
Occupational Health & Safety Policy	-	Yes	Yes	Yes	-	Yes	-	-	-
IT Security Global Policy & Procedures	Yes	-	-	Yes	-	-	-	-	Yes

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Equal Opportunity Policy	-	-	Yes	Yes	Yes	-	-	-	-
Code of Conduct	Yes	-	-	Yes	-	-	Yes	-	-
Supplier Code of Conduct	Yes	Yes	-	Yes	-	Yes	-	-	-
Code of conduct of Board Of Directors and Senior Management	Yes	-	-	-	-	-	Yes		
Code of Conduct to Regulate, Monitor and Report for Trading by Designate	Yes	-	-	-	-	-	Yes	-	-
1b. Has the policy been approved by the Board? (Yes/No)	Yes, our core operational and Sustainability- related policies have received requisite Board approval.								
1c. Web Link of the Policies, if available	https://www.akums.in/investors/corporate-governance-policies/								

2. Whether the entity has translated the policy into procedures. (Yes / No)

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Translated into procedures? (Yes/No)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

3. Do the enlisted policies extend to your value chain partners? (Yes/No)

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Extends to value chain partners? (Yes/No)	No, the company is currently evaluating and developing a comprehensive framework to broaden the scope to the value chain partners. Currently, all upstream supply chain engagements are governed by our Supplier/ Vendor Code of Conduct, which ensures that our partners'-operate in alignment with our corporate strategy and ethical mandates.								

P1: - Businesses should conduct and govern themselves with integrity, and in a manner that is ethical, transparent and accountable

P2: - Businesses should provide goods and services in a manner that is sustainable and safe

P3: - Businesses should respect and promote the well-being of all employees, including those in their value chains

P4: - Businesses should respect the interests of and be responsive to all its stakeholders

P5: - Businesses should respect and promote human rights

P6: - Businesses should respect and make efforts to protect and restore the environment

P7: - Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

P8: - Businesses should promote inclusive growth and equitable development.

P9: - Businesses should engage with and provide value to their consumers in a responsible manner

4. Name of the national and international codes/certifications/labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.

Certification / Standard	P1	P2	P3	P4	P5	P6	P7	P8	P9
EU GMP: European Union Good Manufacturing Practice	Yes	-	Yes	-	-	Yes	-	-	-
FSSAI: Food Safety and Standards Authority of India	-	Yes	-	-	-	-	-	-	Yes
D.C.G.I: Drugs Controller General of India	Yes	Yes	-	-	-	-	-	-	Yes
ISO 50001:2018: Energy Management Systems	-	-	-	-	-	Yes	-	-	-
ISO 9001:2015: Quality Management Systems	Yes	Yes	-	-	-	-	-	-	Yes
NSF International: National Sanitation Foundation International	-	Yes	-	-	-	Yes	-	-	Yes
The United States Food and Drugs Administration (FDA or USFDA)	Yes	Yes	-	-	-	-	-	-	Yes
ISO 22000:2018: Food Safety Management Systems	-	Yes	Yes	-	-	-	-	-	Yes
ISO 45001:2018: Occupational Health and Safety Management Systems	-	-	Yes	-	-	-	-	-	-
ISO 14001:2015: Environmental Management Systems (EMS)	-	-	-	-	-	Yes	-	-	-

5. Specific commitments, goals and targets set by the entity with defined timelines, if any.

The Company is yet to formalise specific ESG commitments, goals and targets. During the year, Akums undertook several key initiatives aimed at reducing its environmental footprint.

Akums also strengthened its waste management practices through source-level minimisation, effective segregation, recycling, and safe disposal in compliance with applicable regulatory norms. In parallel, water stewardship efforts were enhanced through conservation initiatives, efficient wastewater treatment, and increased reuse and recycling across operations.

Collectively, these measures reflect a structured approach towards responsible resource management, while laying a robust foundation for future ESG target setting and long-term sustainability integration.

6. Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.

Not Applicable for the current financial year 2025-26.

Governance, Leadership and Oversight

7. Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

Dear Shareholders and Stakeholders,

It is my privilege to present the Business Responsibility and Sustainability Report of Akums Drugs and Pharmaceuticals Limited for FY 2025-26. This report reflects our continued commitment to integrating ESG considerations into our business strategy and operations.

During the year, the company sustained its leadership position as India's largest CDMO, supported by expended manufacturing capabilities, a diversified product portfolio, and strengthened partnerships across domestic and global markets. Alongside this growth, we have remained focused on embedding responsible business practices across all aspects of our operations

ESG Challenges and Strategic Priorities

As a pharmaceutical manufacturing organisation, we operate in a dynamic environment shaped by evolving regulatory expectations, increasing stakeholder scrutiny and emerging climate related risks.

- Key challenges for the Company include:
- Managing environmental impact such as energy consumption, emissions, water usage and waste generation across manufacturing operations
- Strengthening supply chain sustainability and ensuring responsible sourcing practices
- Maintaining the highest standards of product quality, safety and regulatory compliances
- Enhancing workforce health, safety, inclusion and retention

To address these challenges, the Company continues to strengthen its governance framework, risk management process and policy architecture aligned with the NGRBC.

Progress and Achievements

During FY 2025-26, Akums made measurable progress in advancing its ESG agenda:

- Improved energy efficiency and initiated steps towards adoption of cleaner energy sources
- Strengthened water stewardship through conservation, recycling and enhanced wastewater treatment practices
- Reinforced waste management systems with a focus on segregation, recycling and regulatory compliance
- Maintained strong occupational health and safety practices across facilities, supported by training, audits and continuous monitoring

During FY 2025–26, Akums made measurable progress in advancing its ESG agenda:

Following are the measures taken by Akums for advancing in its ESG agenda"

- Improved energy efficiency and initiated steps towards adoption of cleaner energy sources
- Strengthened water stewardship through conservation, recycling and enhanced wastewater treatment practices
- Reinforced waste management systems with a focus on segregation, recycling and regulatory compliance
- Maintained strong OHS across facilities, supported by training audits and continuous monitoring
- Continued investments in employee well-being, capability development and workplaces safety

These initiatives demonstrate our commitment to responsible resource management and operational excellence while ensuring compliance with applicable environmental and social regulations.

Approach to ESG Targets and Future Direction

While the company is currently in the process of formalising long-term ESG targets and metrics, significant groundwork has been established during the year. The Company working towards defining structured, measurable, and time-bound goals across key areas including climate action, resource efficiency, and supply chain sustainability.

Going forward, our focus will be on:

- Strengthening ESG data systems and disclosures
- Expanding renewable energy adoption and improving carbon performance
- Embedding sustainability consideration across the value chain
- Enhancing stakeholder engagement and transparency

Commitment to Sustainable Growth

At Akums, we recognise that sustainable growth is intrinsically linked to responsible business conduct. Our approach is guided by strong governance, ethical business practices, and a long-term commitment to creating value for all stakeholders while minimising environmental and social impact.

We remain confident that the steps taken today will enable us to build a resilient, future-ready organisation that contributes meaningfully to healthcare access and sustainable development.

I would like to thank all our stakeholders for their continued trust and support.

Sandeep Jain
Managing Director

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).

Name/Designation: Sandeep Jain, Managing Director

9. Does the entity have a specified Committee of the Board / Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.

Yes, The Managing Director is responsible for overseeing sustainability-related matters, including strategic direction and integration of ESG considerations into business decisions.

10. Details of Review of NGRBCs by the Company.

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Director									Periodically/ Need based								

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/Any other Committee									Frequency (Annually/ Half yearly/ Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Director									Ongoing basis								

11. Has the entity carried out independent assessment/evaluation of the working of its policies by an external agency? (Yes/ No). If yes, provide name of the agency:

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Independent assessment conducted? (Yes/No) If Yes – Name of Agency	No								

12. If answer to Question 1 above is 'No' (i.e. not all Principles are covered by a policy), reasons to be stated:

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the principle material to its business (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity is not at a stage where it is in a position to formulate and implement policies on specified principles (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
The entity does not have the financial or/ human and technical resources available for the task (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA
It is planned to be done in the next financial year (Yes/No)	NA	NA	NA	NA	NA	NA	NA	NA	NA

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Any other reason (please specify)	NA	NA	NA	NA	NA	NA	NA	NA	NA

SECTION C: PRINCIPLE-WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorised as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable

Essential Indicators

1. Percentage coverage by training and awareness programmed on any of the Principles during the financial year:

Segment	Total No. of Training & Awareness Programmes Held	Topics / Principles Covered & Impact	% of Persons in Category Covered[5]
Board of Directors	7	Principle 1,3,4,5,6,8,9	100.00%
Key Managerial Personnel	7	Principle 1,3,4,5,6,8,9	100.00%
Employees other than BoD and KMPs	12,942.00	Skill Upgradation, Insightful sessions on business and the organisation, Human Rights, Code of Conduct and Behavioral Policies, Business Ethics and Conduct, Health and Safety, Sustainability	100.00%
Workers	7,244.00	Skill Upgradation, Human Rights, Code of Conduct and Behavioral Policies, Business Ethics and Conduct, Health and Safety, Sustainability	100.00%

[5]For the trainings data, the unique headcounts of individuals trained could not be identified in this Financial year. The company will be working towards disclosing the information in the next financial year.

2. Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website):

Monetary:

	Monetary				
	NGRBC Principles	**Name of the regulatory/ enforcement agencies/ judicial institutions**	**Amount (In ₹)**	**Brief of the Case**	**Has an appeal been preferred? (Yes/ No)**
Penalty/ Fine	1	Court of Adjudication Officer Cum ADC Bhiwani	99,999	Misbranded under section 26 (2) (ii) Punishable under section 52 of FSSAI Act-2006	No
Penalty/ Fine	1	In the Court of the LD, Additional District Magistrate, Haridwar, Uttarakhand	1,00,000	Misbranded under section 26 (2) (ii) Punishable under section 52 of FSSAI Act-2006	No
Penalty/Fine	1	State Goods And Service Tax – Tamil Nadu	40,000	Demand order issued to Subsidiary of the Company under section 73 of CGST Act, 2017	No
Penalty/Fine	1	Stock Exchanges	5,95,000	Fine imposed on the Company for non-compliance of Regulation 17(1) of SEBI (LODR) Regulations, 2015.	No
Settlement	Nil	Nil	Nil	Nil	Nil
Compounding fee	Nil	Nil	Nil	Nil	Nil

Non-Monetary:

Type	**NGRBC Principle**	**Name of Agency**	**Brief of Case**
Imprisonment	Nil	Nil	Nil
Punishment	Nil	Nil	Nil

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed:

Name of Authority / Case Details	Corrective Action Taken / Underway
Nil	Nil

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy:

Yes, the Company has adopted an Anti-Corruption Compliance Policy applicable to all directors, employees and associated personnel. The policy strictly prohibits bribery, kickbacks or any form of improper payments, directly or through third parties, and mandates adherence to applicable anti-corruption laws. It also establishes controls on gifts, hospitality, third-party engagements, recordkeeping, training and reporting mechanisms, including whistleblower protection. The policy is available internally and can be shared upon request. https://www.akums.in/wp-content/uploads/2026/02/Anti-Corruption-Policy.pdf

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

Category	FY 2025-26	FY 2024-25
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. Details of complaints with regard to conflict of interest:

Complaint Type	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	Nil	NA	Nil	NA
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	Nil	NA	Nil	NA

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators / law enforcement agencies / judicial institutions, on cases of corruption and conflicts of interest:

Not Applicable

8. Number of days of accounts payables ((Accounts payable × 365) / Cost of goods/services procured):

Parameter	FY 2025-26	FY 2024-25
Number of days of accounts payables ((Accounts payable × 365) / Cost of goods/ services procured)	71	80

9. Openness of business

Provide details of concentration of purchases and sales with trading houses, dealers, related parties along with loans, advances and investments with related parties, in the following format:

Parameter	Metrics	FY 2025-26	FY 2024-25
	Concentration of Purchases		
a.	Purchases from trading houses as % of total purchases	3.92%	4.26%
b.	Number of trading houses where purchases are made from	173	166
c.	Purchases from top 10 trading houses as % of total purchases from trading houses	9.00%	51.73%
	Concentration of Sales		
a.	Sales to dealers/distributors as % of total sales	5.74%	16.95%
b.	Number of dealers/distributors to whom sales are made	271	2,979
c.	Sales to top 10 dealers/distributors as % of total sales to dealers/distributors	43.62%	13.43%
	Share of RPTs (Related Party Transactions)[6]		
a.	Purchases with related parties / Total Purchases	22.06%	24.81%
b.	Sales to related parties / Total Sales	11.04%	12.49%
c.	Loans & advances given to related parties / Total loans & advances	96.03%	98.99%
d.	Investments in related parties / Total Investments made	32.81%	55.05%

[6]While the Company presents its sustainability disclosures on a consolidated basis, RPTs have been disclosed on a standalone basis to provide enhanced transparency and a more precise representation of transactions undertaken with related parties.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total No. of Awareness Programmes Held	Topics / Principles Covered under the Training	% of Value Chain Partners Covered (by value of business done with such partners) under the awareness programmes
At present, the Company has not extended awareness initiatives to its value chain partners. However, it remains committed to progressively introducing such programmes in the future.		

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No). If Yes, provide details:

Yes, the Company has instituted robust mechanisms to identify, prevent, and effectively manage conflicts of interest involving members of the Board. A structured governance framework requires Directors and Senior Management Personnel to proactively disclose any actual or potential conflicts to the Board, ensuring transparency in decision-making.

These measures are designed to safeguard the independence and objectivity of business judgments, preventing personal interests from influencing corporate decisions. In cases where a potential conflict may arise, prior approval from the Board is mandated, supported by well-defined protocols governing interactions with suppliers, contractors, and other stakeholders.

Furthermore, the Company enforces a strict code of conduct that prohibits the acceptance of inappropriate gifts, hospitality, or favours, thereby upholding the highest standards of integrity and ethical business practices.

PRINCIPLE 2: Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.

	FY 2025-26	FY 2024-25	Details of Environmental/Social Improvements
R&D	1.58%	0.36%	The Company has allocated a portion of its R&D and Capex spend towards ESG-focused initiatives, aimed at improving environmental performance, social impact and operational sustainability. These investments primarily support the adoption of cleaner technologies, enhancement of resource efficiency, and development of sustainable processes.
Capex	6.49%	2.27%	

2. Does the entity have procedures in place for sustainable sourcing? (Yes/No). If yes, what percentage of inputs were sourced sustainably?

a. Procedures in place for sustainable sourcing:

No, the Company does not currently have a formalised procedure for sustainable sourcing. However, it continues to undertake initiatives aligned with its broader sustainability framework. The Company prioritises localised sourcing wherever feasible and monitors Scope 3 emissions to identify emission hotspots across its value chain. Efforts are underway to further strengthen and formalise sustainable sourcing practices.

b. If yes, percentage of inputs sourced sustainably:

NA

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

Plastics (including packaging)	Nil
E-waste	
Hazardous waste	
Other waste	

[7]Plastics: Managed under Plastic Waste Management Rules via authorized recyclers/PROs.

[8]E-waste: Segregated and disposed through CPCB/SPCB-authorized recyclers as per E-Waste Management Rules.

[9]Hazardous waste: Handled, stored, and disposed via authorized recyclers/co-processors/TSDF facilities.

[10]Other waste: Recyclables (paper, cardboard, metal, wood) sent to authorized recyclers; non-recyclables disposed through approved channels.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities? (Yes / No). If yes, whether the waste collection plan is in line with the EPR plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, Extended Producer Responsibility (EPR) is applicable to the Company's activities. The Company's waste collection and disposal practices are aligned with the EPR plan submitted to the relevant Pollution Control Boards.

Plastic waste is managed in accordance with regulatory requirements and is categorised into the three applicable waste streams: rigid plastics (HDPE drums), flexible plastics (LDPE), and multi-layered plastics. All applicable plastic waste is channelled exclusively through authorised EPR-registered vendors. The Company maintains comprehensive records of procurement and disposal, and submits annual returns to the regulatory authorities, detailing the quantity of plastic procured and sold, along with category-wise sourcing and disposal.

Leadership Indicators

1. **Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?**

NIC Code	Name of Product/Service	% of Total Turnover Contributed	Boundary for LCA	Conducted by Independent External Agency (Yes/No)	Results in Public Domain (Yes/No) & Web-link
No LCA has been conducted for current financial year 2025-26					

2. **Significant social or environmental concerns/risks arising from production or disposal of products/services as identified in LCA or other means:**

Name of Product/Service	Description of Risk / Concern	Action Taken
No		

3. **Percentage of recycled or reused input material to total material (by value) used in production/providing services:**

Name of Product/Service	Description of Risk / Concern	Action Taken
Recycled or re-used input material to total material	NA	

4. **Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed:**

	FY 2025-26			FY 2024-25		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	NA			NA		
E-waste						
Hazardous waste						
Other waste						

5. **Reclaimed products and their packaging materials (as percentage of products sold) for each product category:**

Indicate Product Category	Reclaimed Products and Packaging as % of Total Products Sold in Category
Nil	NA

PRINCIPLE 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. Details of measures for well-being of employees and workers:

a. Well-being of employees:

Category	Total (A)	% of employees covered by									
		Health insurance		Accident insurance		Maternity benefits		Paternity Benefits		Day care facilities	
		No. (B)	% (B/A)	No.(C)	% (C/A)	No. (D)	% (D/A)	No.(E)	% (E/A)	No. (F)	% (F/A)
Permanent employees											
Male	5,732	4,875[11]	85.05%	5,732	100.00%	NA	NA	5,732	100.00%	5,732	100.00%
Female	723	5,82	80.50%	723	100.00%	723	100.00%	NA	NA	723	100.00%
Total	**6,455**	**5,457**	**84.54%**	**6,455**	**100.00%**	**723**	**100.00%**	**5,732**	**100.00%**	**723.00**	**100.00%**
Other than permanent employees											
Male	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Female	0	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total	**0**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**

b. Well-being of workers:

Category	Total (A)	% of employees covered by									
		Health insurance[11]		Accident insurance		Maternity benefits		Paternity Benefits		Day care facilities	
		No. (B)	% (B/A)	No.(C)	% (C/A)	No. (D)	% (D/A)	No.(E)	% (E/A)	No. (F)	% (F/A)
Permanent employees											
Male	850	612	72%	850	100%	NA	NA	850	100%	850	100%
Female	32	0.00[11]	0%	32	100%	32	100%	NA	NA	32.00	100%
Total	**882**	**612**	**69%**	**882**	**100%**	**32**	**100%**	**850**	**100%**	**882**	**100%**
Other than permanent employees											
Male	7,103	0	0.00%	0	0.00%	NA	NA	7,057	99%	7,103	100%
Female	3,570	0	0.00%	0	0.00%	3,570	100%	NA	NA	3570	100%
Total	**10,673**	**0**	**0.00%**	**0**	**0.00%**	**3,570**	**100%**	**7,057**	**99%**	**10,673**	**100%**

c. Spending on measures towards well-being of employees and workers:

Parameter	FY 2025-26	FY 2024-25
Cost incurred on wellbeing measures as a % of total revenue of the company	0.15%	0.13%

2. Details of retirement benefits, for Current FY and Previous Financial Year:

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/NA)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N A)
PF	100.00%	100.00%	Y	33.43%	74.46%	Y
Gratuity	100.00%	100.00%	Y, paid at the time of retirement/ separation	90.17%	15.01%	Y
ESI[11]	15.46%	94.70%	Y	8.28%	94.33%	Y
Others – please specify	Nil	Nil	Nil	Nil	Nil	Nil

[11]The employees and workers who are not covered under standard health insurance schemes at Akums are all covered under ESI.

3. Accessibility of workplaces – Are the premises / offices accessible to differently abled employees and workers, as per the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.

In line with the requirements of the Rights of Persons with Disabilities Act, 2016, the Company has undertaken measures to enhance accessibility across its manufacturing facilities and corporate offices. Key locations have been equipped with accessibility features such as ramps, lifts and wheelchair-friendly access to support differently abled individuals. The Company continues to strengthen its infrastructure at certain facilities where enhancements are still underway, with a focus on progressively expanding accessible and inclusive workplace environments across all locations.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy:

Yes, the Company's 'Equal Employment Opportunity Policy' demonstrates its commitment to non-discrimination, by offering equal employment and growth opportunity to all its employees regardless of colour, disability, marital status, caste, creed, race, religion, gender etc.

Web link to the policy- Equal Employment Opportunity Policy: https://www.akums.in/wp-content/uploads/2026/02/Equal-opportunity-policy.pdf

5. Return to work and retention rates of permanent employees and workers that took parental leave:

Gender	Permanent Employees – Return to Work Rate	Permanent Employees – Retention Rate	Permanent Workers – Return to Work Rate	Permanent Workers – Retention Rate [12]
Male	100.00%	100.00%	100.00%	100.00%
Female	100.00%	73.33%	100.00%	100.00%
Total	**100.00%**	**80.95%**	**100.00%**	**100.00%**

[12]There were no permanent workers who took parental leave.

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers?

Category of employees and workers covered	Grievance procedure mechanism in brief
Permanent Workers	Yes, the workers can report their concerns to their respective supervisors. Additionally, there are designated Human Resources teams available at each location. The grievances may also be submitted to the HR team for further action, investigation and providing prompt resolution.
Other than Permanent Workers	
Permanent Employees	Yes, the Company has a grievance reporting portal for its permanent employees to address any of their concerns, grievances or questions. Additionally, the Company also provides a grievance redressal procedure as part of its Grievance Handling Guideline and encourages its employees and workers to report any instances of unethical behaviour, incidents, fraud, or violations. The policy also governs that all the grievances are handled and preserved confidentially at all stages of the process.
Other than Permanent Employees	

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY 2025-26			FY 2024-25		
	Total employees / workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees / workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	% (D / C)
Total Permanent Employees	Nil			Nil		
Male						
Female						
Total Permanent Workers						
Male						
Female						

8. Details of training given to employees and workers:

Category	FY 2025-26 [13]					FY 2024-25				
	Total (A)	Health and safety measures		Skill upgradation		Total (D)	Health and safety measures		Skill upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/ D)	No. (F)	% (F/D)
Employees										
Male	5,732	5,732	100.00%	5,732	100.00%	6,737	2,732	40.55%	3,076	45.66%
Female	723	723	100.00%	723	100.00%					
Total	**6,455**	**6,455**	**100.00%**	**6,455**	**100.00%**					
Workers										
Male	7,953	7,953	100.00%	7,953	100.00%	11,102	7,438	67.00%	4,975	44.80%
Female	3,602	3,602	100.00%	1,280	35.54%					
Total	**11,555**	**11,555**	**100.00%**	**11,555**	**100.00%**					

[13]The Company continues to strengthen its training data management practices and is working towards enhanced tracking and disclosure of unique headcounts of individuals trained in the coming financial year.

9. Details of performance and career development reviews of employees and workers:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	5,732	5,732	100.00%	5,966	5,966	100.00%
Female	723	723	100.00%	771	771	100.00%
Total	**6,455**	**6,455**	**100.00%**	**6,737**	**6,737**	**100.00%**
Workers						
Male	7,953	7,953	100.00%	7,572	7,572	100.00%
Female	3,602	3,602	100.00%	3,530	3,530	100.00%
Total	**11,555**	**11,555**	**100.00%**	**11,102**	**11,102**	**100.00%**

10. Health and safety management system:

a. Whether an occupational health and safety management system has been implemented? (Yes/No). If yes, the coverage:

Yes, the Company places strong emphasis on the health and safety of its employees and workers. It promotes strict adherence to safety protocols and encourages timely reporting and management of potential hazards to prevent incidents. The objective is to maintain a safe and productive work environment while minimising risks related to accidents, injuries and occupational health as well as inculcate a culture of safety amongst all. All manufacturing facilities of the company are certified under ISO 45001:2018 for Occupational Health and Safety . Additionally, the processes in place are also regularly monitored and trainings are imparted on regular basis for strict adherence and implementation.

b. Processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity:

In line with ISO 45001:2018, the Company conducts periodic internal and external audits to ensure compliance and identify workplace hazards. It provides regular Health and Safety (EHS) trainings and has implemented a Process Safety Management framework to strengthen safety practices.

Risks are systematically identified through structured tools such as checklists, Hazard and Operability Studies (HAZOP), and Hazard Identification and Risk Assessment (HIRA), along with consequence modelling. A work permit system is in place for non-routine activities, and standard operating procedures (SOPs) are implemented across all processes.

c. Whether processes exist for workers to report work related hazards and to remove themselves from such risks: (Y/N)

Yes, the Company has a structured system in place to identify and report Unsafe Acts, Unsafe Conditions, Near Miss incidents, and other work-related hazards. Employees and workers are actively encouraged to report such observations as part of the Company's safety culture.

Further, a formal recognition mechanism has been established to acknowledge and reward individuals who proactively report safety concerns. This initiative reinforces employee participation and promotes a strong culture of occupational health and safety across the organisation.

d. Do employees/workers of the entity have access to non-occupational medical and healthcare services? (Yes/No)

Yes, the Company provides its employees and workers with non-occupational medical and healthcare services. Moreover, the Company ensures that all its employees and workers have access to medical insurance, accidental insurance and at some locations, the company also provides term life insurance.

The Company also designs holistic health programmes that promote healthy lifestyle practices in order to enhance physical and mental well-being for all employees and workers. Examples of health programmes and services provided to employees include:

- Medical Insurance
- Accidental Insurance
- Life Insurance at select locations
- Health screenings
- Stress management session
- Sessions on Health topics with renowned Doctors
- Yoga session for employees

11. Details of safety related incidents:

Safety Incident/No. for the FY 2025-26 and FY 2024-25

Safety Incident/Number	Category	FY 2025-26	FY 2024-25
Lost time Injury frequency rate (LTIFR) (per one million-person hours worked)	Employee	0.06	0.38
	Worker	1.17	1.21
Total recordable work-related injuries	Employee	1	4
	Worker	33	25
No. of fatalities	Employee	0	0
	Worker	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employee	0	0
	Worker	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

Akums is committed to providing a safe, healthy and secure workplace for all employee and workers, guided by structured systems and continuous improvement practices aligned with International Organisation for Standardisation 45001:2018- Occupational Health and Safety Management Systems. The company has implemented a multi-layered approach to ensure workplace safety that focuses on prevention, awareness and timely intervention.

Akums conduct regular safety inspections, surveillance and risk assessments to proactively identify and mitigate potential workplace hazards, including machinery-related risks and unsafe conditions. Appropriate control measures are implemented to minimise exposure and prevent incidents. Mandatory Personal Protective Equipment (PPE), such as helmets, gloves and protective eyewear, is provided and its usage is strictly enforced across operations.

The Company ensures that employees are equipped with the necessary knowledge and skills through continuous training programmes covering emergency response, safe equipment handling and standard safety procedures. In addition, Akums conducts annual and half-yearly medical check-ups to monitor employee health and enable early detection of occupational health risks.

Through these measures, the company strive to foster a culture of safety, ensuring the well-being of our workforce while maintaining high standards of operational integrity.

13. Number of complaints on the following made by employees and workers:

No. of complaints on the following made by employees and workers	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working conditions	0	0	NA	0	0	NA
Health & safety	0	0	NA	0	0	NA

14. Assessments for the year:

Parameter	% of Plants and Offices Assessed (by entity or statutory authorities or third parties)
Health and safety practices	100% of the plants have been assessed internally and externally as per ISO 45001:2018 standards
Working Conditions	Nil

15. Provide details of any corrective action taken or underway to address safety-related incidents and significant risks/ concerns arising from assessments of health & safety practices and working conditions.

The Company has established a structured system to investigate incidents, with dedicated teams conducting root cause analysis and implementing corrective and preventive actions. Key measures include installation of emergency lighting and glow exit signage, strict adherence to safety SOPs and PPE usage, Behaviour-Based Safety (BBS) training to capture observations, deployment of interlocking alarm systems, and strengthening of work permit protocols.

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, the Company provides life insurance coverage to a section of its employees, offering financial support to their beneficiaries in the event of an untimely demise.

2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.

The Company requires all value chain partners to comply with the principles articulated in its Supplier/Vendor Code of Conduct and to embed responsible business conduct practices within their operations. This is reinforced through contractual obligations, ensuring alignment with the Company's governance standards and regulatory expectations.

3. Provide the number of employees / workers having suffered high consequence work-related injury / ill-health / fatalities (as reported in Q11 of Essential Indicators above), who have been are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment.

Category	Total No. of affected employees/ workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	0	Minor: 09 Major: 4	NA	0
Workers	0	Minor: 40 Major: 25	NA	0

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/No)

The Company delivers ongoing skill enhancement programmes to employees and workers across all levels, aligned to the requirements of specific roles and key functional areas. This structured approach enables continuous capability building and supports long-term employability, including opportunities beyond active tenure with the Company.

5.. Details on assessment of value chain partners:

Parameter	% of Plants and Offices Assessed
Health and safety practices	Nil
Working Conditions	Nil

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partner.

NA

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the processes for identifying key stakeholder groups of the entity.

The Company adopts a structured and engagement-driven approach to identify, map, and prioritise its key stakeholder groups. Stakeholder prioritisation is undertaken based on defined parameters such as the frequency and quality of engagement, the potential influence of stakeholders on the Company's operations, and the extent of impact that the Company's manufacturing activities may have on them, including environmental and social dimensions.

As a responsible manufacturing organisation, the Company is committed to building enduring relationships grounded in trust, transparency, and accountability. Dedicated cross-functional teams are responsible for engaging with specific stakeholder groups

through formal and informal channels. These engagements are conducted at need based/ regular intervals to support operational efficiency, strengthen supply chain resilience, enhance product quality, enable strategic decision-making, and ensure timely resolution of stakeholder concerns and grievances. The interactions help the Company proactively identify operational risks, improve workplace safety practices, ensure compliance with applicable regulations, and minimise environmental impact.

Insights derived from stakeholder engagements are systematically analysed and integrated into the Company's business strategies, risk management framework, and sustainability initiatives. Stakeholders are also actively involved in the Company's Materiality Assessment process, enabling the identification and prioritisation of key Environmental, Social, and Governance (ESG) issues relevant to the sector. This supports the Company in driving sustainable operations while mitigating adverse impacts on the environment and society.

Based on periodic assessments, stakeholders are categorised as follows:

- Internal stakeholders: Employees, and workers
- External stakeholders: Regulators, shareholders and investors, suppliers and vendors, customers, and local communities surrounding manufacturing units

The identified stakeholder groups and the prioritisation structure are periodically reviewed and validated to ensure alignment with evolving business priorities, regulatory expectations, and sustainability commitments.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group.

Stakeholder group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (E-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website, Other)	Frequency of engagement (Annually/ Half yearly/ Quarterly / others-please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Shareholders and Investors	No	Investor Meetings and Presentations, Annual report, Press release, E-mail, Annual General Meetings	Quarterly/ Annually	To enhance growth and profitability while integrating sustainability parameters into business operations
Regulators	No	Official letters, meetings, regulatory filings, website disclosures	As required	To ensure compliance with applicable regulations, address policy changes, and enable transparent reporting and disclosures
Customers	No	Email, SMS, website, customer service helpline, social media, advertisements	Ongoing / Annual	To gather feedback on product quality and safety, address concerns, and enhance customer satisfaction
Employees & Workers	No	Emails, intranet, notice boards, meetings, training sessions, newsletters	Monthly / Ongoing	To address workplace safety, well-being, career development, and capture feedback on policies and working conditions

Stakeholder group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (E-mail, SMS, newspaper, pamphlets, advertisement, community meetings, notice board, website, Other)	Frequency of engagement (Annually/ Half yearly/ Quarterly / others-please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Suppliers	No	Email, meetings, supplier portal, website	As required	To promote responsible sourcing, ensure supply chain sustainability, and strengthen supplier relationships
Communities	Yes	Community meetings, CSR initiatives, social media, website, outreach programmed	Periodic / As required	To support community development, address social and environmental concerns, and foster inclusive and sustainable growth

Leadership Indicators

1. **Provide the processes for consultation between stakeholders and the Board on economic, environmental, and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.**

   The Company has established a structured framework for stakeholder engagement, with clearly defined roles and responsibilities across functions to ensure that stakeholder perspectives are systematically captured and integrated into decision-making processes.

   Engagement with shareholders and investors is led by the Investor Relations function, ensuring that investor feedback is effectively incorporated into strategic priorities, spanning environmental, social, governance (ESG), and economic dimensions. The Compliance function maintains an ongoing dialogue with regulators and government authorities to proactively address evolving regulatory requirements and expectations across these parameters.

   Supplier relationships are managed by the Procurement and Corporate Quality Assurance (CQA) teams, facilitating effective two-way communication to identify risks, address concerns, and surface innovation opportunities in the upstream supply chain for strategic consideration. Engagement with distributors and customers is driven by the Marketing, Business Development, Business Assurance and Corporate Quality Assurance teams, enabling the Company to capture critical market insights that inform both business and operational strategies. In addition, customers conduct periodic on-site audits and assessments on environmental and social parameters to evaluate the Company's sustainability practices. Feedback received through such engagements is addressed promptly and escalated to senior leadership for timely resolution.

   For community stakeholders, the Corporate Social Responsibility (CSR) and Compliance teams conduct structured interactions, including public consultations, to understand and respond to local social, environmental, and economic priorities. Internally, the Human Resources and Employee Engagement teams foster continuous and open dialogue with employees through forums, an open-door policy, digital communication channels, and on-ground HR support across all sites. This ensures that employee feedback across key ESG aspects is systematically recorded, reviewed, and escalated where necessary.

   At Akums Drugs and Pharmaceuticals Limited, stakeholder engagement is recognised as a critical enabler for the timely identification and management of material ESG issues. Insights from all stakeholder engagements are consolidated and periodically reviewed by senior management and the Board, enabling timely action and ensuring that stakeholder concerns and expectations are effectively embedded into the Company's strategic and operational framework.

Emerging from the extensive stakeholder engagement exercise undertaken in the past during materiality assessment, all the stakeholders were engaged to help identify the key material issues. The material issues were then presented to the highest governing members and the Board for their consideration towards guiding strategy and decision making. The stakeholder engagement exercise is an ongoing process as part of the Company's efforts to continuously interact with internal and external stakeholder groups for identification of the important material issues influencing them.

2. **Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how inputs received from stakeholders were incorporated into policies and activities of the entity.**

   Yes, material ESG topics are identified and prioritised through structured stakeholder consultations, following which the Company formulates targeted strategies and action plans to effectively address these priorities.

3. **Provide details of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalised stakeholder groups.**

   The Company has designated community members under the vulnerable/ marginalised stakeholder groups. It implements Corporate Social Responsibility (CSR) programmes to identify and prioritise key areas for community development. Refer to the Company's Annual CSR report for more information.

PRINCIPLE 5: Businesses should respect and promote human rights

Essential Indicators

1. **Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:**

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees/ workers covered (B)	% (B/A)	Total (C)	No. of employees /workers covered (D)	% (D/C)
Employees						
Permanent	6,455	550	8.52%	Nil		
Other than permanent	0	0	0.00%			
Total Employees	**6,455**	**550**	**8.52%**			
Workers						
Permanent	882	276	31.29%	Nil		
Other than permanent	10,673	1,250	11.71%			
Total Employees	**11,555**	**1,526**	**13.21%**			

2. Details of minimum wages paid to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to minimum wage		More than minimum wage		Total (D)	Equal to minimum wage		More than minimum wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees-Permanent										
Male	5,732	1,121	19.56%	4,611	80.44%	5,966	31	0.52%	5,935	99.48%
Female	723	241	33.33%	482	66.67%	771	1	0.13%	770	99.87%
Total	**6,455**	**1362**	**21.10%**	**5093**	**78.90%**	**6,737**	**32**	**0.47%**	**6750**	**98.64%**
Employees- Other than Permanent										
Male	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Female	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
Total	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**	**NA**
Workers-Permanent										
Male	850	54	6.35%	796	93.65%	782	86	11.00%	696	89.00%
Female	32	31	96.88%	1	3.13%	17	15	88.24%	2	11.76%
Total	**882**	**85**	**9.64%**	**797**	**90.36%**	**799**	**101**	**12.64%**	**671**	**83.97%**
Workers- Other than Permanent										
Male	7,103	5374	75.66%	1,729	24.34%	6,790	3,666	53.99%	3,124	46.01%
Female	3,570	3418	95.74%	152	4.26%	3,513	2,880	81.98%	633	18.02%
Total	**1,0673**	**8792**	**82.38%**	**1,881**	**17.62%**	**10,303**	**6546**	**63.53%**	**3757**	**36.46%**

3. Details of remuneration / salary / wages:

a. Median remuneration / wages:

Category	Male		Female	
	No.	Median remuneration / salary/ wages of respective category (₹ in Lakh)	No.	Median remuneration/ salary/wages of respective category (₹ in Lakh)
Board of Directors (BoD) Executive	3	861.93	-	-
Board of Directors (BoD) Non-Executive	4	22	1	31
Key Managerial Personnel (KMP) (other than Board Members)	2	120.88	-	-
Employees other than BoD and KMP	5,729	41,500	723	37,593
Workers	7,953	14,887	3,602	14,578

b. Gross wages paid to females as % of total wages paid by the entity:

Parameter	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	15.77%	0.93%

4. Do you have a focal point (Individual / Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

The Company's Human Resource function is responsible for overseeing and addressing human rights related impacts and concerns across its operations. This responsibility is guided by the Company's Human Rights Policy and Code of Conduct, which require all employees and workers to uphold the stated principles and comply with the applicable laws and regulations across all operating locations.

In addition, the Company has implemented a comprehensive Policy on Prevention of Sexual Harassment (POSH), applicable to all employees of Akums Drugs and Pharmaceuticals and its subsidiaries and group companies. The policy extends to trainees, apprentices, retainers, contractual workers, visitors, and external stakeholders, both within and beyond workplace premises and working hours. Internal Complaints Committees (ICCs) have been constituted at each entity to address and investigate complaints in a fair, timely, and confidential manner.

The Company also extends its human rights expectations to its value chain. All business partners, including vendors and suppliers, are required to adhere to the Vendor/Supplier Code of Conduct. The Company expects its partners to align with these principles and maintain compliance not only within Company premises but across their broader operations.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company has established a robust grievance redressal framework, as outlined in its Grievance Redressal Policy, Human Rights Policy, and Policy on Prevention of Sexual Harassment (POSH). These policies provide structured mechanisms and open channels of communication to enable employees and stakeholders to report concerns in a safe and accessible manner.

The Human Resources function across all locations is responsible for receiving, reviewing, and investigating grievances, other than those related to POSH. For matters pertaining to sexual harassment, Internal Committees (ICs) have been constituted at each entity. These committees can be approached through multiple channels, including email, telephone, or in person, ensuring ease of access for reporting concerns.

The ICs are responsible for conducting fair and impartial investigations while maintaining strict confidentiality. They also ensure that appropriate interim relief is provided to the aggrieved individual, wherever required.

6. Number of complaints on the following made by employees and workers:

Nature of complaints	FY 2025-26		FY 2024-25	
	Filed during the year	Pending resolution at the end of year	Filed during the year	Pending resolution at the end of year
Sexual harassment	4	0	12	0
Discrimination at workplace	0	0	0	0
Child labour	0	0	0	0
Forced labour/involuntary labour	0	0	0	0
Wages	0	0	0	0
Other Human Rights related issues	0	0	0	0

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	FY 2024-25
Total Complaints reported under POSH Act, 2013	4	12
Complaints on POSH as % of female employees/workers	0.10%	0.33%
Complaints on POSH upheld	4	11

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company has established mechanisms to protect complainants in cases of discrimination and harassment. All complaints are handled with strict confidentiality to ensure the privacy of the individuals involved. The Company maintains a zero-tolerance approach towards retaliation, and appropriate measures are in place to protect complainants and witnesses from any adverse consequences. Additionally, where required, interim relief is provided to support and safeguard the aggrieved individual during the course of the investigation.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes. The Company's Supplier/Vendor Code of Conduct forms an integral part of its business agreements and contracts, requiring all suppliers and vendors to adhere to applicable laws and the human rights principles outlined in the Company's guidelines.

10. Assessments for the year:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	Nil
Forced/involuntary labour	Nil
Sexual harassment	Nil
Discrimination at workplace	Nil
Wages	Nil
Others (please specify)	Nil

11. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from the assessments at Question 10 above.

NA

Leadership Indicators

1. Details of a business process being modified/introduced as a result of addressing human rights grievances/complaints.

During the reporting year, no changes were made to business processes in response to human rights grievances or complaints.

2. Details of the scope and coverage of any Human rights due-diligence conducted.

Nil

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes, in accordance with the requirements of the Rights of Persons with Disabilities Act, 2016, the Company's manufacturing facilities and corporate offices provide infrastructural modifications like ramps, lifts, wheelchair access for differently abled individuals.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	Nil
Discrimination at workplace	Nil
Child Labour	Nil
Forced Labour/Involuntary Labour	Nil
Wages	Nil
Others (please specify)	Nil

5. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments at Question 4 above.

NA

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	Units	FY 2025-26	FY 2024-25
From renewable sources	**GJ**		
Total electricity consumption (A)	GJ	3,999.88[14]	63.44
Total fuel consumption (B)	GJ	3,32,446.64	3,60,113.11
Energy consumption through other sources (C)	GJ	0.00	0
Total energy consumption from renewable sources (A+B+C)	**GJ**	**3,36,446.52**	**3,60,176.54**
From non-renewable sources	**GJ**		
Total electricity consumption (D)	GJ	6,09,750.39	5,73,693.33
Total fuel consumption (E)	GJ	1,50,048.61	1,34,948.15
Energy consumption through other sources (F)	GJ	0.00	0
Total energy consumed from non-renewable sources (D+E+F)	**GJ**	**7,59,799.00**	**7,08,641.48**
Total energy consumed (A+B+C+D+E+F)	**GJ**	**10,96,245.52**	**10,68,818.03**
Energy intensity per ₹ of turnover (Total energy consumption (GJ)/ turnover in million ₹)	GJ / ₹ crore of revenue	251.49	259.54
Energy intensity per rupee of turnover adjusted for purchasing power parity (PPP) (Total energy consumption/revenue from operations adjusted for PPP)[15]	GJ / crore (PPP)	5,135.41	5,362.05
Energy intensity in terms of physical output[16]	GJ / MT product	22.81	28.37
Note: Indicate if any independent assessment/evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency	Yes, BDO India Services Private Limited		

[14]The total consumption of renewable electricity increased during FY 2025–26, due to the rooftop solar installation of 600 kWp becoming fully operational, along with the addition of a further 600 kWp capacity during the financial year.

[15]Turnover considered for PPP adjustment is based on Revenue from Operations as reported in the audited consolidated financial statements for FY 2025-26.

[16]Akums manufactures pharmaceutical products in various dosage forms that are measured in different units (numbers, weight, and volume). For environmental intensity calculations, production quantities are converted into a common mass-based unit using standardized conversion factors. Consequently, reported production in terms of numbers and weight may vary depending on the actual product mix, pack sizes, dosage strengths, and quantities manufactured during the reporting year, which may impact year-on-year comparability of intensity metrics.

2. Does the entity have any sites/facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any:

Not Applicable

3. Details related to water withdrawal and consumption, in the following format:

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Water withdrawal by source	**FY 2025-26[17]**	**FY 2024-25**
Water withdrawal by source (in kiloliters)		
Surface water (A)	0	0
Ground water (B)	11,34,998.46	10,99,200.29
Third party water (C)	0	0
Seawater/desalinated water (D)	0	0
Others (E)	0	0
Total volume of water withdrawal (A+B+C+D+E)	**11,34,998.46**	**10,99,200.29**
Total volume of water consumption	10,30,757.57	10,99,200.29
Water intensity per ₹ of turnover (Total water consumption (kl)/ turnover in million ₹)	236.47	266.92
Water intensity per ₹ of turnover adjusted for PPP (Total water consumption / revenue from operations adjusted for PPP)	4,828.62	5,514.47
Water intensity in terms of physical output[18]	21.45	29.17
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency	Yes, BDO India Services Private Limited	

[17]Water related parameters for Delhi and Mumbai offices and Sonipat warehouse has been calculated using the workforce count and as per the estimation guidance given by CGWA

[18]Akums manufactures pharmaceutical products in various dosage forms that are measured in different units (numbers, weight, and volume). For environmental intensity calculations, production quantities are converted into a common mass-based unit using standardized conversion factors. Consequently, reported production in terms of numbers and weight may vary depending on the actual product mix, pack sizes, dosage strengths, and quantities manufactured during the reporting year, which may impact year-on-year comparability of intensity metrics.

4. Provide the following details related to water discharged:

Water discharge by destination and level of treatment	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kiloliters)		
Surface water (A) No treatment With treatment-please specify level of treatment	0	0
Ground water (B) No treatment With treatment-please specify level of treatment	0	0
Seawater (C) No treatment With treatment-please specify level of treatment	0	0
Third party water(D) No treatment With treatment-please specify level of treatment	1,04,240.89[19]	0
Others (E) No treatment With treatment-please specify level of treatment	0	0
Total water discharged[19]	**1,04,240.89**	**0[20]**
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency	Yes, BDO India Services Private Limited	

[19]Water is being treated and then sent to Centralised ETP for further treatments. Of the total water reported, the level of treatment for 25,766 KL is tertiary, while for rest of the water discharge, the level of treatment is primary.

[20]In FY 2024-25, water discharge was reported as zero as all treated wastewater was routed to a Common Effluent Treatment Plant (CETP) and no direct discharge was made into any water body or the external environment. The reporting approach has since been reviewed to ensure alignment with applicable disclosure requirements, which may affect year-on-year comparability.

5. Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes. Within the Akums group, 3 of our manufacturing sites are Zero Liquid Discharge (ZLD). The Company has adopted reduce, reuse, recycle strategy to conserve water.

At formulation units, reverse osmosis (RO) reject water is effectively reused in cooling tower make-up and boiler utilities. Additionally, treated wastewater from Effluent Treatment Plants (ETP) and Sewage Treatment Plants (STP) is utilised for landscaping.

At Active Pharmaceutical Ingredient (API) units, wastewater is managed through robust treatment infrastructure comprising primary, secondary, and tertiary treatment systems. High Total Dissolved Solids (TDS) effluent streams undergo solvent stripping followed by treatment in Multi-Effect Evaporators (MEE). The resulting condensate is directed to biological treatment in ETPs, while the concentrate is processed through Agitated Thin Film Dryers (ATFD) for dry salt recovery. Post-treatment through Ultrafiltration (UF) and RO systems, the recovered permeate is reused in utilities such as cooling towers and boilers, and RO reject is recirculated into the MEE, thereby making the system ZLD.

Low TDS effluent streams are treated through ETP and RO systems, with the recovered water reused in utility operations. Domestic effluent is treated separately and repurposed for gardening and plantation activities.

6. Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:

Note: Indicate if any independent assessment has been carried out by an external agency? (Y/N) If yes, name the agency.

(Unit in metric tonne)

Parameter	FY 2025-26	FY 2024-25
NOx	23.92	429.54
SOx	7.50	31.33
Particulate matter (PM)	22.59	86.89
Persistent organic pollutants (POP)	-	-
Volatile organic compounds (VOC)	-	-
Hazardous air pollutants (HAP)	-	-
Others- please specify (CO)	1,882.11[21]	67.93
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, me of the external agency	Yes, BDO India Services Private Limited	

[21]The decline in NOx, SOx and PM reflects Akums' deliberate clean fuel transition — substituting sulphur-rich fossil fuels with PNG and biomass — alongside improvements in pollution control practices. The sharp increase in reported CO is primarily attributable to enhanced measurement coverage and the partial shift to biomass combustion, rather than deterioration in environmental performance.

7. Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format:

Note: Indicate if any independent assessment has been carried out by an external agency? (Y/N) If yes, name the agency.

Parameter	Unit	FY 2025-26	FY 2024-25
Scope 1 emissions			
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	17,925.07[22]	41,385.11
Scope 2 emissions			
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	1,20,256.33	1,14,101.23
Total scope 1 and scope 2 emissions intensity per ₹ of turnover (Total scope 1 and scope 2 GHG emissions/ turnover in million ₹)	Metric tonnes of CO2 equivalent/ Rs crores of Revenue	31.65	37.76
Total Scope 1 and Scope 2 emission intensity per ₹ of turnover adjusted for PPP (Total Scope 1 and Scope 2 GHG emissions/ revenue from operations adjusted for PPP)	Metric tonnes of CO2 equivalent/ crores of USD	646.22	780.04
Total Scope 1 and Scope 2 emission intensity in terms of physical output[23]	Metric tonnes of CO2 equivalent/MT product	2.87	4.13
Note: Indicate if any independent assessment/ evaluation/ assurance has been carried out by an external agency? (Y/N) If yes, me of the external agency	Yes, BDO India Services Private Limited		

[22]During the reporting year, Akums adopted DEFRA emission factors for Scope 1 GHG emissions to better align with the treatment of biomass-based fuels. Unlike the IPCC factors used in the previous year, DEFRA factors exclude biogenic CO_2 emissions from Scope 1 reporting and disclose them separately. As a result, the reported Scope 1 emissions for the current year are lower, and year-on-year comparisons should be interpreted considering this methodological change. As CO_2 component was also considered while using the IPCC emission factor database in the previous year.

[23]Akums manufactures pharmaceutical products in various dosage forms that are measured in different units (numbers, weight, and volume). For environmental intensity calculations, production quantities are converted into a common mass-based unit using standardized conversion factors. Consequently, reported production in terms of numbers and weight may vary depending on the actual product mix, pack sizes, dosage strengths, and quantities manufactured during the reporting year, which may impact year-on-year comparability of intensity metrics.

8. Does the entity have any project related to reducing Greenhouse Gas emission? If Yes, then provide details.

Yes, Akums has implemented various projects focused on reducing both direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions through targeted initiatives.

Key measures include the integration of renewable energy, with a 1200 kWp rooftop solar installed at the Haridwar facility to generate clean power and reduce grid dependency. The Company is also advancing its clean fuel transition through increased adoption of piped natural gas (PNG) and increasing the reliance onbiomass to enhance the use of lower-emission and renewable fuels.

Further, Akums is progressing the electrification of internal logistics by deploying electric forklifts and e-cycles, thereby reducing emissions from conventional fuel-based equipments. These efforts are complemented by energy efficiency programmes focused on optimisation, deployment of advanced control systems, and ongoing equipment modernisation. These measures are aimed at achieving sustained reductions in energy consumption, thereby contributing to lower greenhouse gas emissions.

In addition, the Company has adopted cleaner energy sourcing practices by procuring power through open access via the Indian Energy Exchange at two of its major energy-consuming locations. In alignment with Renewable Purchase Obligation (RPO) requirements, the Company has also procured green power equivalent to approximately 33% of the total energy sourced through open access.

9. Provide details related to waste management by the entity:

Note: Indicate if any independent assessment has been carried out by an external agency? (Y/N) If yes, name the agency.

Category of waste	**FY 2025-26**	**FY 2024-25**
Plastic waste (A)	2,070.15	1,507.87
E-waste (B)	14.20	28.93
Bio-medical waste (C)	77.14[25]	226.29
Construction and demolition waste (D)	0.00	0.00
Battery waste (E)	11.26	10.92
Radioactive waste (F)	0.00	0.00
Other hazardous waste(G)	1,032.9	1,516.43
Other non-hazardous waste generated (H)	5,999.02	5,664.35
Total (A+B + C+ D+E+F+G+H)	**9,204.67**	**8,954.78**
Waste intensity per ₹ of turnover (Total waste generated/revenue from operations)	2.11	2.17
Waste intensity per ₹ of turnover adjusted for PPP (Total waste generated/revenue from operations adjusted for PPP)	43.12	44.92
Waste intensity in terms of physical output[26]	0.19	0.24

Category of waste	FY 2025-26	FY 2024-25
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations		
Category of waste	**FY 2025-26**	**FY 2024-25[24]**
Recycled (A)	5,827.12	0.00
Re-used(B)	74.96	0.00
Other recovery operations(C)	689.53	0.00
Total (A+B + C)	**6,591.61**	**0.00**
For each category of waste generated, total waste disposed by nature of disposal method		
Category of waste	**FY 2025-26**	**FY 2024-25[24]**
Incineration (A)	559.7	0.00
Landfilling (B)	365.88	0.00
Other disposal operations (C)	1,526.45	8,954.78
Total (A+B+C)	**2,452.03**	**8,954.78**
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, me of the external agency	Yes, BDO India Services Private Limited	

[24] In FY 2024–25, while waste was disposed of through authorised vendors, there was limited visibility regarding the specific treatment and disposal methods undertaken by these vendors for different categories of waste.

[25]The reduction in e-waste and bio-medical waste generation compared to the previous year is mainly due to improved waste segregation, better material utilization, and variations in disposal schedules and operational activities during the reporting period. Waste continues to be monitored and managed in compliance with applicable regulatory requirements.

[26]Akums manufactures pharmaceutical products in various dosage forms that are measured in different units (numbers, weight, and volume). For environmental intensity calculations, production quantities are converted into a common mass-based unit using standardized conversion factors. Consequently, reported production in terms of numbers and weight may vary depending on the actual product mix, pack sizes, dosage strengths, and quantities manufactured during the reporting year, which may impact year-on-year comparability of intensity metrics.

10. Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by the company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

The Company has established a structured waste management framework to minimise waste generation and ensure environmentally responsible handling, treatment, and disposal across its operations in adherence to the applicable laws.

Waste is segregated at the point of generation into clearly defined categories, including hazardous, biomedical, and other waste streams. Segregated waste is stored in designated areas in compliance with applicable safety and regulatory requirements. The Company ensures that all waste is disposed of through authorised vendors in accordance with prevailing environmental regulations. In this financial year, the company has also enhanced traceability and visibility of downstream treatment and disposal practices.

To reduce the usage of hazardous and toxic chemicals in its processes, the Company has adopted a combination of process improvements and material substitution strategies. These include the transition from solvent-based coating systems to water/aqueous-based alternatives, thereby reducing chemical exposure, environmental impact, and fire-related risks. Additionally, toxic waste streams are treated and inactivated using appropriate neutralising agents prior to disposal to mitigate their environmental impact.

From a product and formulation perspective, the Company focuses on optimising excipient usage to reduce material intensity and potential waste generation. It has also adopted formulation approaches such as limiting the use of high-risk additives (e.g., excessive

sugars and certain solvents) and increasing the use of bio-based and semi-synthetic excipients, thereby reducing dependence on petrochemical-derived inputs.

Through these measures, the Company aims to minimise hazardous waste generation, enhance safe waste handling practices, and align its operations with sustainable and responsible manufacturing principles.

11. If the entity has operations/offices in/around ecologically sensitive areas (national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals/ clearances are required, please specify details, in the following format:

S. No.	Location of operations/ offices	Location of operations/ offices	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
The Company's formulation units are not located in or in proximity to ecologically sensitive areas. These facilities are situated within designated Special Economic Zones, as notified by government authorities. Further, the Company's Active Pharmaceutical Ingredient (API) operations operate with valid Environmental Clearances (EC) and remain fully compliant with all applicable environmental regulations and statutory requirements.			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and Brief Details of Project	EIA Notification No.	Date	Conducted by Independent External Agency (Yes/No)	Results Communicated in Public Domain (Yes/No)	Relevant Web Link
NA					

13. Is the entity compliant with the applicable environmental law/regulations/guidelines in India such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment Protection Act and rules thereunder (Y/N)? If not, provide details of all such non- compliances, in the following format:

S.No.	Specify the Law / Regulation / Guideline Not Complied With	Details of Non-Compliance	Any Fines / Penalties / Action by Regulatory Agencies / Courts
Yes, The Company is compliant with all applicable environmental laws and regulations			

Leadership Indicators

1. Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):

For each facility/plant in areas of water stress, provide:

(i) Name of area - Derabassi, Lalru, Barwala, Delhi, Sonipat and Haridwar

(ii) Nature of operations - API Manufacturing, R&D centre, Formulations, office and warehouse

(iii) Water data in the format below:

Parameter		FY 2025-26 [27]	FY 2024-25 [28]
Water Withdrawal by Source (in kiloliters)			
(i)	Surface water	0	0
(ii)	Groundwater	11,34,998.46	10,99,200.29
(iii)	Third party water	0	0
(iv)	Seawater / desalinated water	0	0
(v)	Others	0	0
Total volume of water withdrawal		**11,34,998.46**	**10,99,200.29**
Total volume of water consumption		**10,30,757.57**	**10,99,200.29**
Water intensity per rupee of turnover (in kiloliters/Rs crores of revenue)		236.47	266.92
Water intensity per rupee of turnover adjusted for PPP		4,828.62	
Water intensity in terms of physical output		21.45	
Water intensity (optional – entity may select metric)			

[27] Water-related parameters for the Delhi offices and Sonipat warehouse have been estimated using workforce-based water consumption factors in the absence of direct measurement data.

[27] Water-stressed locations have been identified using the WRI India Water Tool based on the Aqueduct Baseline Water Stress framework. Sites located in areas classified as 'High' or 'Extremely High' water stress have been considered water-stressed for this disclosure. https://www.wri.org/research/technical-note-india-water-tool

[28] Water related parameters for the FY 2024-25, does not include Offices and 1 warehouse. In the FY 2024-25, the water consumption was considered equal to water withdrawn

Water discharge by destination and level of treatment:

Parameter		FY 2025-26 (in kilolitres)	FY 2024-25 (in kilolitres)
(i)	To Surface water – No treatment	0	0
(i)	To Surface water – With treatment (specify level)	0	0
(ii)	To Groundwater – No treatment	0	0
(ii)	To Groundwater – With treatment (specify level)	0	0
(iii)	To Seawater – No treatment	0	0
(iii)	To Seawater – With treatment (specify level)	0	0
(iv)	Sent to third parties – No treatment	1,04,240.86	0
(iv)	Sent to third parties – With treatment (specify level)	0	0
(v)	Others – No treatment	0	0
(v)	Others – With treatment (specify level)	0	0
Total water discharged (in kilolitres)[29]		**1,04,240.86**	**0[19]**
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency		Yes, BDO India Services Private Limited	

[29] The water stress areas have been identified using the reference: http://cgwb.gov.in/gwresource.html, All the areas classified as "over-exploited" or "critical" by the Central Groundwater Board, has been categorised as area of water stress.

2. Please provide details of total Scope 3 emissions & its intensity:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions			
Purchased Goods[30]	Metric tonnes of CO2 equivalent	74,034.49[31]	1,44,047.33
Fuel and Energy Related	Metric tonnes of CO2 equivalent	37,081.92	29,421.47
Waste generated in operations	Metric tonnes of CO2 equivalent	316.26	
Business Travel	Metric tonnes of CO2 equivalent	985.18	696.95
Employee Commute[32]	Metric tonnes of CO2 equivalent	4317.07	2,138.55
Total Scope 3 emissions (5categories)	Metric tonnes of CO2 equivalent	1,16,734.85	1,76,304.32
Total Scope 3 emissions per rupee of turnover	Metric tonnes of CO2 equivalent / ₹ crore of revenue	26.78	42.81
Total Scope 3 emission intensity (in terms of physical output)	Metric tonnes of CO2 equivalent/MT product	2.43	4.68
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, me of the external agency	Yes, BDO India Services Private Limited		

[30] For Purchased goods and services category, Akums only calculates the emissions for Purchased goods which includes Raw Material and Packaging Material. The Company working on increasing the coverage to purchased goods including consumables, spares and services .

[31] FY 2025-26 Values for Scope 3 emissions- Category 1, has dropped significantly due to changes in the Emission Factor database from DEFRA (older version updated in 2014) to US EPA (supply chain emission factor database 2022).

[32] In the current FY 2025-26, Employee commute has been calculated using secondary literature with information on commute patterns in India and interpolated for the company structure and people.

3. With respect to the ecologically sensitive areas reported at Question 11 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along with prevention and remediation activities.

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/effluent discharge/waste generated, provide details and outcome, as per the following format:

Sr.No.	Initiative Undertaken	Details of the Initiative (Web-link if any)	Outcome of the Initiative
1.	Overhead raw water tank installed	Underground raw water pump was running in loop to fulfil the raw requirements at user points. In order to fulfil the raw water requirement raw water overhead tank is installed. The underground raw water pump is running only while filling the overhead raw water tank.	Approx. ₹ 7,71,120
2.	Usage of Cooling tower water for chilling requirement in process as well as HVAC	During winter months using the weather conditions to our advantage we used cooling tower water instead of chiller for chilling requirements in process as well as HVAC systems	Approx. ₹ 2,20,170
4.	Water system UF rejection to Cooling tower	Purified water system's UF rejected water is being used for makeup of cooling tower water.	Approx. ₹ 29,02,560
5.	Reduction of water qty being used in Linezolid stage-1	Water qty is reduced by 5 times of batch size in Linezolid stage-1	Approx. ₹ 2,52,000
6.	COD load reduction of HTDS effluent	Recovery of Linezolid product stage-2 mother liquor containing IPA+Methanol+water is started for separation and sale of IPA+Methanol+water mixture to reduce the COD load of effluent being transferred to ETP.	Approx. ₹ 14,86,800
7.	Energy Cost Optimisation Initiative - efficiency Enhancement"	Energy Cost Optimisation through improvement in Efficiency of Chiller No.-5 (300 TR)	1,54,761 kWh
8	Energy Cost Reduction via Hot Water Generation System Installation	Proposal for installation of hot water generation system for supply the water in coil to minimize the usage of electric heaters.	8,17,896 kWh
9	Cooling Tower Energy Optimisation through FRP Fan Blade Replacement	Energy Cost Optimisation in Cooling Towers through the Replacement of Cooling Tower Fan Blades with FRP (Fiber glass reinforced plastic) material	40,968 kWh
10	Block specific Peak Demand Optimisation	Reduction in Demand from 1298 KVA to 900 KVA in E-Block	20.98 ₹ Lakh
11	Energy Optimisation through Condenser Pump Downsizing	Replacement of existing 100 HP condenser pump with 40 HP high flow pump.	98,280 kWh
12	Power Factor Improvement	Power factor improvement from 0.994 to 0.9995	38,322 kWh
13	Energy Cost Reduction through load optimisation	Electricity cost reduction by optimize the load variation in AHU by installing 03 Nos VFD.	51,062 kWh
14	Cooling Tower fan motors replacement for energy saving	Replacement of more than 3 times rewinding Cooling tower fan motors for energy saving.	1,68,065 kWh

Sr.No.	Initiative Undertaken	Details of the Initiative (Web-link if any)	Outcome of the Initiative
15	Boiler Efficiency Enhancement Initiative	Boiler Efficiency improvement (Feed water TDS reduction, chemical consumption reduction, blow down water reduction)	19.57 ₹ Lakh
16	Efficiency improvement	Efficiency improvement of Chiller number 03, capacity TR 275	2,14,704 kWh
17	Enhancement of contracted load to meet excess demand	Excess demand charge saving by enhancement of contracted load from 3500 KVA to 3800 KVA	4.973 ₹ Lakh
18	Power trading through IEX	UPCL cost reduction by power trading through the IEX.	47.72 ₹ Lakh
19	Fuel and Water saving Initiative	Fuel & Water saving by installation of two flash jet pump	52.54 ₹ Lakh
20	Energy Saving Initiative	Energy Saving by increasing RH in DPI section for non-operation days (I Block)	1,88,871 kWh
21	Application of polymer composite coating technology	Pump optimisation through the use of polymer composite coating technology	44,406 kWh
22	Boiler condensate recovery increase	Energy cost reduction through increase condensate recovery in boiler	35.65 kWh
23	Solar system implementation	Electricity cost reduction through solar system implementation	51.50 ₹ Lakh
24	Billing Cost reduction using power trading	UPCL billing cost reduction by power trading through IEX	311.0 ₹ Lakh
25	Cooling Tower optimisation with high efficiency fan,	High efficiency fan replacement of cooling tower	37,964 kWh
26	Improvement initiative for Boiler Efficiency	Boiler Efficiency improvement (Feed water TDS reduction, chemical consumption reduction, blow down water reduction)	6286 Kl
27	Water saving initiative using flesh jet pump	Water saving by increase condensate recovery through flesh jet pump	8,177 Kl
28	Boiler Consedate Recovery Improvement	Energy cost reduction through increase condensate recovery in boiler	16,784 Kl

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words / web link.

Yes, the entity has a comprehensive Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) in place to ensure uninterrupted operations during disruptions. The framework covers risk assessment, business impact analysis, defined Recovery Time and Recovery Point Objectives (RTO/RPO), alternate processing arrangements, disaster recovery sites, backup and restoration protocols, failover/failback mechanisms, and designated response teams. It addresses scenarios such as cyberattacks, natural disasters, hardware/software failures, and power outages. The BCP/DRP is integrated across critical IT and operational systems, tested periodically through mock drills/recovery tests, reviewed annually, and updated in line with infrastructure and regulatory requirements.

6. Disclose any significant adverse impact to the environment arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard.

For the current FY 2025-26, there were no assessments conducted to identify any significant adverse impact to the environment, arising from the value chain of the entity.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

Nil

8. How many Green Credits have been generated or procured:

a. By the listed entity

b. By the top ten (in terms of value of purchases and sales, respectively) value chain partners

Nil

PRINCIPLE 7: Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. Affiliations with trade and industry chambers/associations:

a. Number of affiliations with trade and industry chambers/associations:

Four

b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body):

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/associations (State/National)
1.	Indian Drug Manufacturers Association (IDMA)	National
2.	SIDCUL Manufacturers Association, Uttarakhand	State
3.	Confederation of Indian industry	National
4.	Association of Pharmaceuticals Manufacturers	National

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of Authority	Brief of the Case	Corrective Action Taken
There is no such order against the Company.		

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S.No.	Public Policy Advocated	Method Resorted for Advocacy	Information Available in Public Domain? (Yes/No)	Frequency of Review by Board	Web Link, if Available
Nil					

PRINCIPLE 8: Businesses should promote inclusive growth and equitable development

Essential Indicators

1. Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.

Name and Brief Details of Project	SIA Notification No.	Date of Notification	Conducted by Independent External Agency (Yes/No)	Results Communicated in Public Domain (Yes/No)	Relevant Web Link
The company did not undertake any social impact assessments projects in the current Financial Year 2025-26.					

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:

S.No.	Name of Project for R&R	State	District	No. of Project Affected Families (PAFs)	% of PAFs Covered by R&R	Amounts Paid to PAFs in the FY (₹)
The company did not undertake any social impact assessments projects in the current Financial Year 2025-26.						

3. Describe the mechanisms to receive and redress grievances of the community.

The Company is committed to the development of communities around its operations and to addressing their concerns in a timely and responsible manner. Designated teams regularly engage with local communities to understand their issues, and any grievances raised are formally recorded, investigated, and resolved through structured mechanisms. In the current FY 2025-26, there were no grievances recorded.

4. Percentage of input material (inputs to total inputs by value) sourced from suppliers:

Input material procured	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers (in %)	37.01%	30.47%
Directly from within India	89.39%	69.53%

5. Job creation in smaller towns – Disclose wages paid to persons employed in the following locations, as % of total wage cost

Location	FY 2025-26	FY 2024-25
Rural	1.14%	1.83%
Semi-urban	7.38%	85.64%
Urban	72.61%	0.00%
Metropolitan	18.86%	12.54%

(Place to be categorised as per RBI classification system - rural/semi-urban/urban/ metropolitan)

Leadership Indicators

1. **Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):**

Details of Negative Social Impact Identified	Corrective Action Taken
Nil	

2. **Provide information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:**

S.No.	State	Aspirational District	Amount Spent (₹)
1	Uttarakhand	Haridwar	₹ 1,786,289.00

3. **Preferential procurement policy:**

   (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalised/ vulnerable groups? (Yes/No)

   (b) From which marginalised/vulnerable groups do you procure?

   (c) What percentage of total procurement (by value) does it constitute?

   No, the Company does not have any preferential procurement policy focusing on suppliers from marginalised/ vulnerable groups.

4. **Details of benefits derived and shared from the intellectual properties owned or acquired by your entity (in the current financial year), based on traditional knowledge:**

S.No.	Intellectual Property Based on Traditional Knowledge	Owned/Acquired (Yes/ No)	Benefit Shared (Yes/No)	Basis of Calculating Benefit Share
NA				

5. **Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.**

Name of authority	Brief of the Case	Corrective action taken
NA		

6. **Details of beneficiaries of CSR Projects:**

Sr. No.	CSR project	No. of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalised groups
1	Eye Check-up Camps in Rural & Remote Areas	110	50%
2	Voluntary Blood Donation Camp	1381	
3	Health Camp during Kawad Mela	Community	
4	Skill Enhancement & Livelihood Support for Acid Attack Survivors	17	100%

Sr. No.	CSR project	No. of persons benefitted from CSR projects	% of beneficiaries from vulnerable and marginalised groups
5	"Financial Support for Marriage of Underprivileged Girls through NGO"	Community	
6	Plantation & Greenery Maintenance at SIDCUL	Community	
7	Green Grass Development along Roadsides at SIDCUL	Community	
8	Pond Beautification & Maintenance	2000	50%
9	Cleanliness Drive & Beautification at Ganga Ghat	Community	
10	Greenery Maintenance at Aastha Path, Haridwar	Community	
11	"Yoga Sessions for Employee Welfare"	150	
12	Celebration of Armed Forces Flag Day	Community	
13	Blanket Distribution at District Administration	300	100%
14	Drinking Water Distribution Camps	Community	
15	Donation of Grocery Materials to NGOs	Community	
16	Helmet Distribution under CSR Initiative	50	
17	Furniture Donation for community welfare	Community	

PRINCIPLE 9: Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.

Akums has established a comprehensive grievance redressal mechanism where consumer complaints are captured through diverse channels, including electronic mail, telephonic communication, physical correspondence (Daaks), and our dedicated accessible web portal. Upon receipt, the Quality Assurance (QA) function acts as the central nodal team responsible for digitizing these complaints and grievances into Ampologic, the Company's integrated Quality Management System (QMS) software. The formal logging of a complaint triggers a mandatory, structured investigation process. This involves a rigorous technical analysis to identify root causes and ensure a timely, equitable resolution for the consumer.

The QA team is empowered to manage the end-to-end lifecycle of each grievance, from the initial investigation of portal and email-based inputs to the formal execution of Corrective and Preventive Actions (CAPA). We remain committed to a secure and transparent investigative framework, maintaining stringent standards for complaint validation, the cancellation of unsubstantiated claims, and the definitive closure of all logged issues to drive continuous product improvement.

2. Turnover of products and/services as a percentage of turnover from all products/services that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	Nil
Safe and responsible usage	100%
Recycling and/or safe disposal	Nil

3. Number of consumer complaints in respect of the following:

Nature of complaints	FY 2025-26			FY 2024-25		
	Received during the year	Pending resolution at end of year	Remarks	Received during the year	Pending resolution at end of year	Remarks
Data privacy	0	0	NA	0	0	NA
Advertising	0	0	NA	0	0	NA
Cyber-security	0	0	NA	0	0	NA
Delivery of essential services	0	0	NA	0	0	NA
Restrictive Trade Practices	0	0	NA	0	0	NA
Unfair Trade Practices	0	0	NA	0	0	NA
Others	1,066	163	Complaints received from customers across the group as market complaints through established feedback mechanisms.	NA	NA	NA

4. Details of instances of product recalls on account of safety issues:

Details of instances of product recalls on account of safety issues	No.	Reasons for recall
Voluntary recalls	1	Voluntary recall due to stability observation
Forced recalls	0	NA

5. Does the entity have a framework/policy on cyber security and risks related to data privacy? (Yes/No). If available, provide a web-link of the policy:

Yes, the Company has an established framework and policy on cyber security and data privacy. The policy outlines a structured approach to safeguarding information assets and managing cyber risks, ensuring confidentiality, integrity, and availability of data.

The framework includes defined controls on data protection, user access management, network and system security, risk assessment, and incident response, including protocols for identification, reporting, and mitigation of data breaches. It also covers periodic monitoring of IT infrastructure, vulnerability assessments, and employee awareness programs on information security practices. The Company aligns its practices with applicable regulatory requirements and industry standards and undertakes periodic reviews to strengthen its cyber security posture in line with evolving risks. Web link of the policy: https://www.akums.in/privacy-policy/

6. Provide details of any corrective actions taken or underway on issues relating to advertising and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.

During the reporting period, the Company identified and addressed relevant matters through timely corrective actions, with a continued focus on strengthening internal control systems and governance mechanisms in line with applicable regulatory requirements.

Product Recalls: All product recalls undertaken during the year were voluntary in nature and primarily associated with product stability

considerations. The Company conducted detailed root cause analyses and implemented appropriate corrective and preventive actions (CAPAs), including enhancements at both process and product levels. These measures are aimed at mitigating recurrence risks, improving product quality, and reinforcing compliance with applicable quality and safety standards.

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches

Zero

b. Percentage of data breaches involving personally identifiable information of customers

Zero%

c. Impact, if any, of the data breaches

Not Applicable

Leadership Indicators

1. Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).

Link:	› https://www.akums.in/nutraceutical-manufacturer-in-india/ › https://www.akums.in/third-party-cosmetic-manufacturer-in-india/ › https://www.akums.in/api-manufacturer-in-india/

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

As a Contract Development and Manufacturing Organisation (CDMO), the Company does not directly engage with end consumers. However, it remains committed to ensuring that all products manufactured adhere to the highest standards of safety communication and regulatory transparency, enabling informed and responsible usage by end users.

Detailed instructions for use, precautionary warnings, storage guidelines, and dosage directions are clearly communicated through pack inserts, leaflets, artwork on cartons and aluminium foils. These materials are designed to ensure clarity and accessibility of critical information across all product formats. Product labelling is carried out in strict compliance with applicable provisions under the Drugs and Cosmetics Act, including requirements specified under various schedules (such as Schedule G, H, etc.), ensuring that all mandated information for pharmaceutical products is accurately disclosed.

In addition, the Company provides Material Safety Data Sheets (MSDS) for bulk transfers and finished goods. These documents serve as comprehensive references on product safety and include information on product composition, hazard identification, first aid measures, fire and explosion data, accidental release measures, handling and storage practices, exposure controls and personal protection, physical and chemical properties, stability and reactivity, toxicological and ecological information, disposal considerations, transport information, regulatory details, and other relevant safety guidance.

Through these measures, the Company ensures that the customers and the consumers are adequately informed about the safe handling, use, storage, and disposal of its products.

3. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

The Company maintains structured protocols to keep consumers informed of any potential disruption or discontinuation of services. It leverages multiple communication channels, including email and customer support, to ensure timely updates and enable informed decision-making.

4. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable). If yes, provide details. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity? (Yes/No)

The Company displays all relevant information mandated as per local laws regarding its products. As a CDMO, the company cannot conduct product related surveys with the customers.

Independent Assurance Statement

Akums Drugs & Pharmaceuticals Limited
304, 3rd Floor, Mohan Place, L.S.C, C-Block, Saraswati Vihar Delhi, India-110034

Independent Assurance Statement on Business Responsibility and Sustainability Report (BRSR) disclosures for the financial year 2025-26.

Introduction and objective of engagement

Akums Drugs & Pharmaceuticals Limited (the 'Company') has developed its Business Responsibility and Sustainability Report FY 25-26 ('BRSR') including the BRSR Core Indicators1, based on the BRSR reporting guidelines prescribed by SEBI for listed entities. The reporting criteria have been derived from the Principles of National Guidelines on Responsible Business Conduct, 2018 (NGRBC), and Greenhouse Gas (GHG) Protocol - A Corporate Accounting and Reporting Standard.

BDO India Services Private Limited (BDO India) was engaged by the Company to provide independent assurance on select non-financial sustainability disclosures in the BRSR (the 'Report') for the period 1st April 2025 to 31st March 2026.

The Company's responsibilities

The content of the Report and its presentation are the sole responsibilities of the management of the Company. The Company's Management is also responsible for the design, implementation, and maintenance of internal controls relevant to the preparation of the Report, so that it is free from material misstatement.

BDO India's responsibility

BDO India's responsibility, as agreed with the management of the Company, is to provide assurance on the BRSR Indicators (Core & other than Core non-financial indicators) as described in the 'Scope & boundary of assurance' section below. We do not accept or assume any responsibility for any other purpose or to any other person or organization. Any reliance a third party may place on the Report is entirely at its own risk.

Assurance standard

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 (Revised), "Assurance Engagements Other than Audits or Reviews of Historical Financial Information", and ISAE 3410, "Assurance Engagements on Greenhouse Gas Statement", issued by the International Auditing and Standards Board.

Scope, boundary and assurance criteria

The reporting scope and boundary cover the Company's India operations.

We applied the 'Reasonable' Assurance criteria for non-financial BRSR Core Indicators[1] and 'Limited' Assurance criteria for other than Core non-financial indicators of the BRSR, pertaining to the Company's disclosure for the period 1st April 2025 through 31st March 2026.

Assurance methodology

Our assurance process entailed conducting procedures to gather evidence regarding the reliability of the disclosures covered in the assurance scope. The physical & virtual verification on sample basis was carried out at the following locations:

- Corporate Office, New Delhi;
- Malik-Penicillin (A-08), Haridwar
- AKUMS Injection(A-03) - Plant 3, Haridwar
- Pure & Cure-Haridwar(A-07), Haridwar

We used our professional judgement as Assurance Provider for selection of sample of the Company's locations/facilities and non-financial information for the verifications.

We conducted a review and verification of data collection, collation, and calculation methodologies, and a general review of the logic of inclusion/ omission of relevant information/ data in the Report. Our review process included:

- Evaluation of appropriateness of the quantification methods used to arrive at the non-financial/sustainability information of the BRSR Core & Non-core Indicators;
- Review of consistency of data/information within the Report as well as between the Report and source;
- Engagement through discussions with personnel at both corporate and plant/facility levels who are accountable for the data and information presented in the Report;
- Execution of an audit trail of claims and data streams, to determine the level of accuracy in collection, transcription, and aggregation;
- Review of data collection and management procedures, and related internal controls.

[1] *SEBI vide Circular SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated 12 July 2023*

Limitations & exclusions

There are inherent limitations in assurance engagement, including, for example, the use of judgment and selective testing of data. Accordingly, there are possibilities that material misstatements in the sustainability information of the Report may remain undetected.

The assurance scope specifically excludes:

- Data and information outside the defined reporting period (1st April 2025 to 31st March 2026);
- Review of the 'economic and/or financial performance indicators' included in the Report or on which reporting is based; we have been informed by the Company that these are derived from the Company's audited financial records;
- The Company's statements and claims related to any topics other than those listed in the 'Scope and boundary of assurance';
- The Company's statements that describe qualitative/ quantitative assertions, expression of opinion, belief, inference, aspiration, expectation, aim or future intention.

Our observations

Based on our review of the Report, we observed that the disclosures of the Company, covered under the 'Scope and boundary of

assurance', are fairly reliable. During our assurance process, we observed a few instances of discrepancies related to collation and compilation of data, which were subsequently corrected. The Company may consider adopting standardized protocols for data management related to environment and social indicators and reporting of data across all the units.

Our above observations, however, do not affect our conclusion regarding the Report

Our conclusions

Based on the scope of our review, we concluded that:

- Reasonable Assurance of non-financial information under BRSR Core indicators in the Report: The disclosures fulfil the principles of relevance, completeness, reliability, neutrality, and understandability as per 'reasonable' assurance criteria of the applied Assurance Standard;
- Limited Assurance of non-financial information other than BRSR Core in the Report: Nothing has come to our attention that causes us not to believe that the disclosures are presented fairly, in all material respects, as per the 'limited' assurance criteria of the applied Assurance Standard.

Our assurance team and independence

BDO India Services Private Limited is a professional services firm providing services in Advisory, Assurance, Tax, and Business Advisory Services, to both domestic and international organizations across industry sectors. Our non-financial assurance practitioners for this engagement are drawn from a dedicated Sustainability and ESG Team in the organization. This team is comprised of multidisciplinary professionals, with expertise across the domains of sustainability, global sustainability reporting standards and principles, and related assurance standards. This team has extensive experience in conducting independent assurance of sustainability data, systems, and processes across sectors and geographies. As an assurance provider, BDO India is required to comply with the independence requirements set out in the International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. Our independence policies and procedures ensure compliance with the Code.

For BDO India Services Private Limited



Indra Guha
Partner- Sustainability & ESG Business Advisory Services
Gurugram, Haryana
15 June 2026

NOTICE

Notice is hereby given that the Twenty Second (22nd) Annual General Meeting **("AGM")** of the members of Akums Drugs and Pharmaceuticals Limited ("the Company" or "Akums") will be held on **Friday, July 10, 2026** at **11:00 A.M. (IST)** through video conferencing/ other audio-visual means to transact the following businesses: -

ORDINARY BUSINESS

1. To receive, consider and adopt

(a) the audited standalone financial statements of the Company for the financial year ended on March 31, 2026 and the reports of the Board of Directors and Auditors thereon; and

(b) the audited consolidated financial statements of the Company for the financial year ended on March 31, 2026 and the report of Auditors thereon.

To consider and if thought fit, to pass, with or without modification(s), the following resolutions as **Ordinary Resolutions:**

a) "**RESOLVED THAT** the audited standalone financial statements of the Company for the financial year ended on March 31, 2026 and the reports of the Board of Directors and Auditors thereon, as circulated to the members, be and are hereby considered and adopted.

b) **RESOLVED THAT** the audited consolidated financial statements of the Company for the financial year ended on March 31, 2026 and the report of Auditors thereon, as circulated to the members, be and are hereby considered and adopted."

2. To declare dividend on the equity shares of the Company for the financial year ended on March 31, 2026

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

"RESOLVED THAT final dividend of Re. 1/- (Rupee One only) and special dividend of Rs. 2/- (Rupees Two only) aggregating to Rs. 3/- (Rupees Three only) (@150%) per equity share of face value of Rs. 2/- (Rupees Two only) each fully paid-up, as recommended by the Board of Directors, be and is hereby declared for the financial year ended on March 31, 2026 and the same be paid to those members whose names appear in the Register of Members or in the Register of Beneficial Owners on Friday, July 03, 2026, out of the profits of the Company."

3. To re-appoint Mr. Sanjay Sinha (DIN: 03627342) who retires by rotation as Director and being eligible, offers himself for re-appointment

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

"RESOLVED THAT pursuant to the provisions of Section 152 and other applicable provisions, if any, of the Companies Act, 2013 and in accordance with Articles of Association of the Company, Mr. Sanjay Sinha (DIN: 03627342) who retires by rotation at this meeting, and being eligible, offers himself for re-appointment as a Director, be and is hereby re-appointed as Director of the Company."

SPECIAL BUSINESS

4. To ratify the remuneration of Cost Auditors for the financial year 2026-27

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

"RESOLVED THAT pursuant to the provisions of Section 148 and other applicable provisions, if any, of the Companies Act, 2013 read with the Companies (Audit and Auditors) Rules, 2014 and the Companies (Cost Records and Audit) Rules, 2014 (including any statutory modification(s), or re-enactment(s) thereof, for the time being in force), on the recommendation of the Audit Committee and approval by the Board of Directors, the remuneration of Rs. 3,00,000/- (Rupees Three Lakhs Only) plus applicable taxes and reimbursement of out of pocket expenses, payable to M/s. Balwinder & Associates (Firm Registration No. 000201), Cost Auditors of the Company to conduct the audit of the cost records of the Company for the Financial Year 2026-27, be and is hereby ratified.

RESOLVED FURTHER THAT the Board of Directors of the Company be and is hereby authorized to do all such acts, deeds, matters and things as may be considered necessary, desirable or expedient in order to give effect to this resolution."

5. To approve the revision in remuneration of Mr. Sanjeev Jain, Managing Director and Promoter of the Company

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

"RESOLVED AS SPECIAL RESOLUTION THAT pursuant to Sections 196, 197, 198 and other applicable provisions, if

any, and Schedule V of the Companies Act, 2013 ("the Act") read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 17(6)(e) and other applicable Regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), including any statutory modification(s) or re-enactment(s) thereof for the time being in force and Articles of Association of the Company and in supersession to the Special Resolution passed by the members of the Company in the 20th Annual General Meeting held on May 31, 2024 and on the recommendation of the Nomination and Remuneration Committee and approval of the Audit Committee and the Board of Directors of the Company, the consent of the members of the Company be and is hereby accorded for the revision in remuneration of Mr. Sanjeev Jain (DIN: 00323433), Managing Director and Promoter of the Company with effect from April 01, 2026 for the remainder of his present tenure ending on June 29, 2028, as per the terms and conditions detailed in the statement annexed to the notice.

RESOLVED FURTHER THAT the remuneration including benefits, amenities and perquisites, as set out in the statement, annexed to the notice, may be paid as minimum remuneration for any financial year in case of absence or inadequacy of profits for such year, subject to the provisions prescribed under Section 197 read with Schedule V of the Act and rules made thereunder and any other applicable provisions of the Act and the Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof from time to time), without requiring any further approval of the members.

RESOLVED FURTHER THAT the Board of Directors of the Company or the Committees thereof, be and are hereby authorised to alter, vary, revise or modify the terms and conditions of the remuneration payable to Mr. Sanjeev Jain (DIN: 00323433), Managing Director and Promoter of the Company, from time to time, within the overall limits approved by the Members and subject to the relevant provisions of the Act including Schedule V thereto and rules made thereunder and Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof from time to time) and other applicable laws, if any, up to a maximum remuneration (fixed + variable) of Rs.12 Crores per annum (Rupees Twelve Crores only), as detailed in the statement annexed to the notice, without requiring any further approval of the members.

RESOLVED FURTHER THAT for the purpose of giving effect to this resolution, the Board be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

6. To approve the revision in remuneration of Mr. Sandeep Jain, Managing Director and Promoter of the Company

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

"RESOLVED AS SPECIAL RESOLUTION THAT pursuant to Sections 196, 197, 198 and other applicable provisions, if any, and Schedule V of the Companies Act, 2013 ("the Act") read with the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 and Regulation 17(6)(e) and other applicable Regulations of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), including any statutory modification(s) or re-enactment(s) thereof for the time being in force and Articles of Association of the Company and in supersession to the Special Resolution passed by the members of the Company in the 20th Annual General Meeting held on May 31, 2024 and on the recommendation of the Nomination and Remuneration Committee and approval of the Audit Committee and the Board of Directors of the Company, the consent of the members of the Company be and is hereby accorded for the revision in remuneration of Mr. Sandeep Jain (DIN: 00323476), Managing Director and Promoter of the Company with effect from April 01, 2026 for the remainder of his present tenure ending on June 29, 2028, as per the terms and conditions detailed in the statement annexed to the notice.

RESOLVED FURTHER THAT the remuneration including benefits, amenities and perquisites, as set out in the statement, annexed to the notice, may be paid as minimum remuneration for any financial year in case of absence or inadequacy of profits for such year, subject to the provisions prescribed under Section 197 read with Schedule V of the Act and rules made thereunder and any other applicable provisions of the Act and the Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof from time to time), without requiring any further approval of the members.

Notice (Contd.)

RESOLVED FURTHER THAT the Board of Directors of the Company or the Committees thereof, be and are hereby authorised to alter, vary, revise or modify the terms and conditions of the remuneration payable to Mr. Sandeep Jain (DIN: 00323476), Managing Director and Promoter of the Company, from time to time, within the overall limits approved by the Members and subject to the relevant provisions of the Act including Schedule V thereto and rules made thereunder and Listing Regulations (including any statutory modification(s) or re-enactment(s) thereof from time to time) and other applicable laws, if any, up to a maximum remuneration (fixed + variable) of Rs.12 Crores per annum (Rupees Twelve Crores only), as detailed in the statement annexed to the notice, without requiring any further approval of the members.

RESOLVED FURTHER THAT for the purpose of giving effect to this resolution, the Board be and is hereby authorized to do all such acts, deeds, matters and things as it may, in its absolute discretion, deem necessary, proper or desirable and to settle any questions, difficulties or doubts that may arise in this regard and further to execute all necessary documents, applications, returns and writings as may be necessary, proper, desirable or expedient."

Place: Delhi
Date: 14.05.2026

By Order of the Board of Directors
For **Akums Drugs and Pharmaceuticals Limited**

Regd. Office: 304, 3rd Floor, Mohan
Place, L.S.C, Block-C, Saraswati Vihar
New Delhi-110034, Delhi

Dharamvir Malik
Company Secretary & Compliance Officer

NOTES:

1. The Ministry of Corporate Affairs ("MCA") has, vide its General Circular No. 03/2025 dated September 22, 2025 read with Circular No. 14/2020 dated April 08, 2020, Circular No.17/2020 dated April 13, 2020, 20/2020 dated May 05, 2020, General Circular No. 2/2022 dated May 05, 2022, General Circular No. 10/2022 dated December 28, 2022, General Circular No. 09/2023 dated September 25, 2023 and General Circular No. 09/2024 dated September 19, 2024 and all other circulars issued in this regard ("MCA Circulars") and Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 3, 2024 read with earlier circulars in this regard issued by the Securities and Exchange Board of India ("SEBI Circulars"), permitted convening the Annual General Meeting ("AGM") through Video Conferencing ("VC") or Other Audio Visual Means ("OAVM"), without physical presence of the members at a common venue. In accordance with the MCA Circulars and applicable provisions of the Companies Act, 2013 ("Act") read with rules made thereunder and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations"), the 22nd AGM of the members of the Company will be held through VC/OAVM. The detailed procedure for attending the AGM through VC/OAVM is set out in note no. 21.

2. A Statement pursuant to the provisions of Section 102 of the Act, in respect of special business as set out above to be transacted at the AGM, is annexed hereto and forms integral part of this notice. Further, details pursuant to Regulation 36(3) of the Listing Regulations and Paragraph 1.2.5 of the Secretarial Standard on General Meetings ('SS-2) issued by the Institute of Company Secretaries of India, are annexed as **'Annexure-A'** and forms part of this Notice.

3. Generally, a member entitled to attend/ participate and vote at the AGM is entitled to appoint a proxy to attend and vote on his/ her behalf and the proxy need not be a member of the Company. As this AGM is being held through VC / OAVM, pursuant to the applicable MCA Circulars and Listing Regulations, physical attendance of members has been dispensed with. Accordingly, the facility for appointment of proxies by the members will not be available for the AGM and hence, the Proxy Form, Attendance Slip and Route Map for the AGM are not annexed to this Notice.

4. Body Corporates/ Institutional members are entitled to appoint authorised representatives to attend the AGM through VC/OAVM and cast their votes through remote e-voting or during the AGM. Pursuant to the provisions of Section 113 of the Act, Body Corporates/ Institutional members intending to attend AGM through their authorised representatives are requested to send a scanned copy (in PDF / JPG format) of certified copy of the Board Resolution / Authority Letter authorizing their representative to attend and vote on their behalf during the AGM of the Company, on cs@akums.net or investors@akums.net with a copy marked to suresh@spgindia.co.in and evoting@nsdl.com from their registered e-mail id's.

5. Members attending the AGM through VC/OAVM will be counted for the purpose of reckoning the quorum under Section 103 of the Act.

6. Members can join the AGM through VC/OAVM facility, by following the procedure as mentioned in the notice and the facility for participation shall be kept open for the members at least 15 minutes before the time scheduled to start the AGM and the Company may close the window for joining the VC/OAVM facility 15 minutes after the scheduled time to start the AGM.

7. The facility of participation at the AGM through VC/OAVM, provided by National Securities Depository Limited ("NSDL") will be made available for 1000 members on first come first serve basis. This will not include large Shareholders (Shareholders holding 2% or more shareholding), Promoters, Institutional Investors, Directors, Key Managerial Personnel, the Chairpersons of the Audit Committee, Nomination and Remuneration Committee and Stakeholders Relationship Committee and Auditors etc. who are allowed to attend the AGM without restriction on account of first come first serve basis.

8. In accordance with the Secretarial Standard-2 (SS-2) on General Meetings issued by the Institute of Company Secretaries of India ("ICSI"), as revised with effect from April 01, 2024, read with Clarification / Guidance on applicability of SS- 2, the proceedings of the AGM shall be deemed to be conducted at the Registered Office of the Company which shall be the deemed venue of the AGM i.e. 304, 3rd Floor, Mohan Place, L.S.C, Block-C, Saraswati Vihar New Delhi-110034, Delhi

9. In compliance with 'MCA Circulars' read with 'SEBI Circulars' and Listing Regulations, Notice of AGM with the web-link of Integrated Annual Report for the financial year ended on March 31, 2026, are being sent through electronic mode to all the members whose email addresses are registered with the Company/ Registrar to an Issue and Share Transfer Agent ("MUFG Intime" or "RTA") /Depository Participant(s)(DPs). Pursuant to Regulation 36(1)(b) of the Listing Regulations, a

Notice (Contd.)

letter providing the web-link, including the exact path, where the Integrated Annual Report of the F.Y. 2025-26 shall be available is being sent to Members who have not registered their e-mail Id with the Company/RTA/DPs.

In case any member is desirous of obtaining hard copy of the Annual Report for the financial year ended on March 31, 2026 and Notice convening the AGM of the Company, he/she may send request on the Company's e-mail address at cs@akums.net mentioning their DP ID and Client ID.

10. In line with the aforesaid MCA circulars and Listing Regulations, the Notice calling the AGM and the Integrated Annual Report for the financial year ended on March 31, 2026, will also be available on the website of the Company at www.akums.in, websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and on the website of NSDL (agency for providing the e-voting facility) at www.evoting.nsdl.com.

11. Electronic copies of all the documents referred to in the Notice shall be made available for inspection. Members will be able to inspect all documents referred to in the Notice electronically without any fee from the date of circulation of this Notice up to the date of AGM. Members seeking inspection of such documents can send an e-mail at cs@akums.net mentioning their name, demat account number or folio number, email address, and mobile number.

    Members seeking any information with regard to accounts are requested to write to the Company at least 10 days before the AGM so as to enable the management to keep the information ready.

12. The Register of Directors and Key Managerial Personnel and their shareholdings maintained under Section 170 of the Act, the Register of Contracts or Arrangements in which the Directors are interested, maintained under Section 189 of the Act and a certificate received from Secretarial Auditors on implementation of "Akums Employee Stock Option Scheme 2022" ("ESOP Scheme 2022") of the Company in accordance with the provisions of SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021, will be made available electronically for inspection to the Members during the AGM.

13. Members holding equity shares in demat mode are requested to update their PAN, Bank details and intimate changes, if any, pertaining to their name, postal address, e-mail ID, telephone and mobile number, nomination, power of attorney, bank details (Bank account number, Bank and Branch Name and address, IFSC, MICR code) to their respective Depository Participants ('DPs'). Changes intimated to the DPs will automatically be reflected in the Company's record, which will help the Company and RTA to provide efficient and better services.

14. In case of joint holders, the member whose name appears as the first holder in the order of names as per the Register of Members of the Company, as on the cut-off date, will be entitled to vote through remote e-voting or e-voting during the AGM, if participating through VC/OAVM facility.

15. SEBI Master Circular No. SEBI/HO/OIAE/OIAE_IAD-3/P/CIR/2023/195 updated on December 20, 2023, had issued guidelines towards an additional mechanism for investors to resolve their grievances by way of Online Dispute Resolution ("ODR") through a common ODR portal. Pursuant to the above mentioned circulars, post exhausting the option to resolve their grievance with the Company/its RTA directly or through existing SCORES platform, the investors can initiate dispute resolution through the ODR Portal (https://smartodr.in/login) and the same can also be accessed through our website at https://www.akums.in/investors/#investor-contact. Members can access the SEBI Circulars on the website of SEBI at https://www.sebi.gov.in/ and the same are also available on the website of the Company at https://www.akums.in/investors/#investor-contact

16. The Board of Directors of the Company has appointed Mr. Suresh Pandey (Membership No.: F7776, Certificate of Practice No.: 8529), Partner – M/s. SPG & Associates, Company Secretaries as the Scrutinizer for scrutinizing the remote e-voting process as well as e-voting done during the AGM, in a fair and transparent manner.

    The Scrutinizer shall, after the conclusion of e-voting at the AGM, unblock the votes cast through remote e-Voting and e-Voting on the date of the AGM, in the presence of at least two witnesses not in the employment of the Company and make, within 2 working days of the conclusion of the AGM, a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, and forward to the Chairman / Managing Director(s) of the Company or a person authorized by him/them in writing, who shall countersign the same and declare the result of the voting forthwith. The Scrutiniser's decision on the validity of the votes shall be final. The results declared along with the Scrutinizer's Report shall be placed on the website of the Company at www.akums.in and on the website of NSDL at www.evoting.nsdl.com, immediately after the declaration of result and shall also be intimated, within the stipulated time period, to the stock exchanges where the shares of the Company are listed.

17. DIVIDEND RELATED INFORMATION:

i. The Board of Directors at its meeting held on May 14, 2026 has fixed **Friday, July 03, 2026** as the **'Record Date'** to ascertain the eligibility for the payment of final dividend of Re. 1/- (Rupee One only) and special dividend of Rs. 2/- (Rupees Two only) aggregating to Rs. 3/- (Rupees Three only) (@150%) per equity share of face value of Rs. 2/- (Rupees Two only) each fully paid-up, for the financial year ended on March 31, 2026, subject to the approval of the members at the ensuing AGM.

ii. Dividend, as recommended by the Board of Directors, if approved by the members at the AGM, will be paid only through electronic mode, within 30 (thirty) days from the date of AGM, to those members whose names are recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Record Date, subject to applicable deduction of tax at source ("TDS").

iii. **Electronic Credit of Dividend**: SEBI has made it mandatory for all the companies to use the bank account details furnished by the Depositories and the bank account details maintained by the Registrar and Transfer Agent for payment of dividend to Members electronically. The Company has extended the facility of electronic credit of dividend directly to the respective bank accounts of the Member(s) through National Electronic Clearing Service (NECS)/ National Electronic Fund Transfer (NEFT)/ Real Time Gross Settlement (RTGS)/Direct Credit, etc.

Members are requested to ensure that their bank account details in their respective demat accounts are updated to enable the Company to provide timely credit of dividend in their bank account(s) and are requested to update their bank account details with their respective Depository Participants ("DPs"). The Company or RTA cannot act on any request received directly from the members holding shares in dematerialised form for any change of bank particulars, such changes are to be intimated only to the DPs of the members.

iv. In case of joint holders, the members whose name appears as the first holder, in the order of name as per the register of members of the Company will be entitled for the dividend and the same will be paid in the name of such first holder.

v. **Tax on Dividend:**

Pursuant to Income Tax Act, 2025, dividend income is taxable in the hands of members and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates of various categories, please refer to the Income Tax Act, 2025 and the amendments thereof. The shareholders are requested to update their PAN with their DP (as all the shares are held in dematerialised form).

Notice (Contd.)

A. Resident Members:

i) Tax Deductible at Source for Resident members

Sr. No.	Particulars	Rate	Documents required, (if any) / Remarks
1.	Valid PAN updated with the Depository Participant/ MUFG Intime India Private Limited (formerly known as Link in time India Private Limited), Registrar and Share Transfer Agent of the Company ("MUFG Intime"/ "RTA")	10%	No document required. In case of individual Member, if dividend does not exceed Rs. 10,000, no TDS / withholding tax will be deducted. Also, please refer note (v) below.
2.	No PAN / Valid PAN not updated with MUFG Intime/ PAN is not linked with AADHAAR in case of an individual	20%	TDS will be deducted at 20% as provided under Section 397(2) of the Income Tax Act, 2025, regardless of dividend amount, if PAN of the member other than individual is not registered with the Company / MUFG Intime / Depository Participant. In case of individual member, if PAN is not registered with the Company / MUFG Intime / Depository Participant & cumulative dividend payment to an individual member is more than Rs.10,000, TDS / Withholding tax will be deducted at 20% under Section 397(2) of the Income-Tax Act, 2025. All the members are requested to update, on or before Friday, June 26, 2026, their PAN with their Depository Participant (as all the shares are held in dematerialised mode) Please also refer note (v) below.
3.	Availability of lower/nil tax deduction certificate issued by Income-Tax Department u/s 395(1) of the Income-Tax Act, 2025	Rate specified in Lower tax withholding certificate obtained from Income Tax Department	• Self-attested copy of PAN card • Copy of lower tax withholding certificate obtained from Income Tax Department
4.	Benefits under Income Tax Rule 203	Rates based on applicability of the Income Tax Act, 2025 to the beneficial owner	If the member e.g. clearing member / intermediaries / stock brokers are not the beneficial shareholders of the shares and if the declaration under Income Tax Rule 203(2) is provided regarding the beneficial owner, the TDS / Withholding tax will be deducted at the rates applicable to the beneficial shareholders.

ii) No Tax Deductible at Source on dividend payment to resident members if the members submit the following documents as mentioned in column no. (4) of the below table with the Company / MUFG Intime / Depository Participant on or before Friday, June 26, 2026.

Sr. No.	Particulars	Withholding tax rate	Documents required, (if any) / Remarks
1.	Submission of form 121 with valid & operative PAN.	Nil	Declaration in Form No. 121 fulfilling certain conditions.
2.	Member to whom section 393(1) [Table: Sl. No. 7] of the Income-Tax Act, 2025 does not apply as per section 393(4) [Table: Sl. No. 10] such as LIC, GIC. etc.	Nil	Valid documentary evidence for exemption u/s 393(4) [Table Sl. No 10] of the Income-Tax Act, 2025.
3.	Member covered u/s 393(5) of the Income-Tax Act, 2025 such as Government, RBI, Corporations established by Central Act & mutual funds	Nil	Valid documentary evidence for coverage u/s 393(5) of the Income-Tax Act, 2025.
4.	Category I and II Alternate Investment Fund	Nil	SEBI registration certificate to claim benefit under Section 400(1) of the Income-Tax Act, 2025.
5.	a) Recognised provident funds b) Approved superannuation fund c) Approved gratuity fund	Nil	Valid documentary evidence as per Circular No. 18/2017 issued by Central Board of Direct Taxes (CBDT).
6.	National Pension Scheme	Nil	No TDS as per section 393(9) of the Income-Tax Act, 2025. Valid documentary evidence (e.g., relevant copy of registration, notification, order, etc.) to be provided.
7.	Any resident member exempted from TDS deduction as per the provisions of the Income Tax Act, 2025 or by any other law or notification	Nil	Valid documentary evidence substantiating exemption from deduction of TDS.

B. Non-Resident members:

The table below shows the withholding tax on dividend payment to non-resident members. Members are requested to submit the document(s) as mentioned in column no. (4) of the below table on or before June 26, 2026, to the Company / MUFG Intime, to avail the beneficial rates, wherever applicable

Sr. No.	Particulars	Withholding tax rate	Documents required, (if any) / Remarks
1.	Foreign Institutional Investors (FIIs) / Foreign Portfolio Investors (FPIs) / Other Non-Resident members	20% (plus applicable surcharge and cess) or tax treaty rate, whichever is beneficial	FPI registration certificate in case of FIIs / FPIs. To avail beneficial rate of tax treaty following tax documents would be required: 1. Tax Residency certificate issued by revenue authority of country of residence of member for the year in which dividend is received. 2. PAN or declaration as per Rule 217 of the Income-Tax Rules, 2026 in a specified format. 3. E-filed Form 41 4. Self-declaration for non-existence of permanent establishment/ fixed base in India. (Note: Application of beneficial Tax Treaty Rate shall depend upon the completeness of the documents submitted by the Non-Resident member and review to the satisfaction of the Company)

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Sr. No.	Particulars	Withholding tax rate	Documents required, (if any) / Remarks
2.	Indian Branch of a Foreign Bank	Nil	Lower tax deduction certificate u/s 395(1) of the Income-Tax Act, 2025 obtained from Income Tax Authority. Self-declaration confirming that the income is received on its own account and not on behalf of the Foreign Bank and the same will be included in taxable income of the branch in India. In case above documents are not made available, then Withholding tax will be at 35% (plus applicable surcharge and cess)
3.	Availability of Lower / NIL tax deduction certificate issued by Income Tax Authority	Rate specified in certificate	Lower tax deduction certificate obtained from Income Tax Authority.
4.	Any non-resident member exempted from WHT deduction as per the provisions of the Income-Tax Act, 2025 or any other law such as The United Nations (Privileges and Immunities) Act 1947, etc.	Nil	Necessary documentary evidence substantiating exemption from WHT deduction.
5.	Benefits under Income Tax Rule 203	Rates based on the applicability of the Income-Tax Act, 2025 / DTAA (whichever is beneficial) to the beneficial owner	If the member e.g. clearing member / intermediaries / stock brokers are not the beneficial shareholders of the shares and if the declaration under Income Tax Rule 203(2) is provided regarding the beneficial owner, the Withholding tax will be deducted at the rates applicable to the beneficial shareholders. The documents as mentioned against Sr. No 1 to 4 in column (4) will be required in addition to the above declaration.

Notes:

1. Company will issue soft copy of the TDS certificate to its members through e-mail registered with MUFG Intime post filing of TDS return as per statutory timelines specified under the Income-Tax Act, 2025. Members will be able to download Form 168 from the Income Tax Department's website https://www.incometax.gov.in.

2. The aforesaid documents such as Form 121, documents under section 393(5), 400(1), FPI / FII Registration Certificate, Tax Residency Certificate, Lower Tax certificate, Rule 203 declaration, etc. can be sent on e-mail at cs@akums.net or investors@akums.net on or before Friday, June 26, 2026, to enable the Company to determine the appropriate TDS / withholding tax rate applicable. Any documents / communication on the tax determination / deduction received after Friday, June 26, 2026 shall not be considered.

3. Application of TDS / withholding tax rate is subject to necessary verification by the Company of the member details as available in register of members as on the Record Date, and other documents available with the Company or with MUFG Intime, provided by the member by the specified date.

4. In case TDS is deducted at a higher rate, an option is still available with the member to file the return of income and claim an appropriate refund.

5. No TDS will be deducted in case of resident individual members whose dividend does not exceed Rs.10,000 (Rupees Ten Thousand Only). However, where the PAN is not updated in Company / MUFG Intime/ Depository Participant records or in case of an invalid PAN and cumulative dividend payment to individual member is more tha Rs.10,000 (Rupees Ten Thousand Only), the Company will deduct TDS / Withholding tax u/s 393(1) [Table: Sl. No. 2] with reference to Section 397(2) of the Income Tax Act, 2025.

6. In the event of any income tax demand (including interest, penalty, etc.) on the Company arising due to any declaration, misrepresentation, inaccurate or omission of any information provided by the member, such member will be responsible to indemnify the Company and also, provide the Company with all information / documents and co-operation in any appellate proceedings. Members should consult their tax advisors for requisite action to be taken by them.

vi. Unpaid Dividend Account & Investor Education and Protection Fund:

If the dividend has not been credited to member's Bank Account because of any reason i.e. non-availability of Bank Account or non-updation of the Bank Account with MUFG Intime etc., and not paid or claimed during the 30 days from the date of the declaration, to any shareholder, entitled for the payment of the dividend, the Company shall, within seven days from the date of expiry of the said period of 30 days, the amount equals to the unpaid dividend or unclaimed will be transferred to special account to be opened with any scheduled Bank to be called as Unpaid Dividend Account.

Members are requested to note that, dividends if not claimed for a period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, shall be transferred to the Investor Education and Protection Fund ('IEPF') along with interest accrued. The shares in respect of which dividends remain unclaimed for seven consecutive years shall also be transferred to the demat account of IEPF Authority as per Section 124 and 125 of the Act, read with applicable IEPF Rules.

18. Process for those shareholders whose email ids are not registered with the depositories for procuring user id and password and registration of e mail ids for e-voting for the resolutions set out in this AGM notice:

i. In case shares are held in demat mode, please provide DPID-CLID (16 digits DPID + CLID or 16 digits beneficiary ID), Name, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAR (self-attested scanned copy of Aadhar Card) to cs@akums.net. If you are an individual shareholder holding securities in demat mode, you are requested to refer to the login method explained at step 1 (A) i.e. Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode.

ii. Alternatively, members may send a request to evoting@nsdl.com for procuring user id and password for e-voting by providing above mentioned documents.

iii. In terms of SEBI circular dated December 9, 2020 on e-Voting facility provided by Listed Companies, Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are required to update their mobile number and email ID correctly in their demat account in order to access e-Voting facility.

MCA has taken a 'Green Initiative in Corporate Governance' by allowing companies to send documents to their members in electronic mode. To support this green initiative and to receive communication from the Company in electronic mode, members who have not registered their email ID are requested to contact MUFG Intime India Private Limited (formerly known as Link in time India Private Limited), Registrar and Share Transfer Agent of the Company and register their email id's. Members may also contact their respective Depository Participants ('DPs') for the same.

19. Process and manner for members opting for voting through electronic means:

i. Pursuant to the provisions of Section 108 of the Act read with Rule 20 of the Companies (Management and Administration) Rules, 2014 (as amended), SS-2 issued by the Institute of Company Secretaries of India ("ICSI") and Regulation 44 of Listing Regulations (as amended), read with MCA Circulars, the Company is providing facility of remote e-Voting to its Members in respect of the business to be transacted at the 22nd AGM and facility for those members participating in the AGM to cast vote through e-Voting system during the AGM. For this purpose, the Company has entered into an agreement with NSDL for facilitating voting through electronic means, as the authorized agency. Accordingly, the facility of casting votes by a member using remote e-Voting system as well as for e-Voting system during the AGM, will be provided by NSDL.

ii. Members whose names are recorded in the Register of Members or in the Register of Beneficial Owners maintained by the Depositories as on the Cut-off date i.e. **Friday, July 03, 2026**, shall be entitled to avail the facility of remote e-voting as well as of e-voting system during the AGM, if. Any recipient of the Notice, who is

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not a member as on the Cut-off date, shall treat this Notice as intimation only.

iii. The facility of e-voting system shall be made available on the date of AGM and the members who have not casted their vote by remote e-voting and participating in the AGM, shall be able to exercise their vote during the AGM.

The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting and the details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for remote e-voting.

iv. A person who has acquired the equity share and has become a member of the Company after the dispatch of the notice of the 22nd AGM and prior to the cut-off date i.e. **Friday, July 03, 2026,** may obtain the User ID and password by sending a request at evoting@nsdl.co.in. However, if the Shareholder is already registered with NSDL for remote e-voting then he/ she can use his/ her existing User ID and Password for casting the vote. If a Member forgets the password, it can be reset by using 'Forgot User Details/ Password or Physical User Reset Password option available on www.evoting.nsdl.com

v. The remote e-voting will commence on **Monday, July 06, 2026** at **9:00 A.M (IST)** and will end on **Thursday, July 09, 2026** at **5:00 P.M (IST)**. During this period, the members of the Company holding shares in demat form as on the cut-off date i.e. **Friday, July 03, 2026**, may cast their vote electronically. The members will not be able to cast their vote electronically beyond the date and time mentioned above and the remote e-voting module shall be disabled for voting by NSDL thereafter.

vi. Once the vote on a resolution is cast by the member, he/ she shall not be allowed to change it subsequently or cast the vote again.

vii. The e-voting rights of the members shall be in proportion to their share in the fully paid up equity share capital of the Company as on the Cut-off date i.e. **Friday, July 03, 2026.**

Members who have already voted prior to the AGM date would not be entitled to vote during the AGM, if participating through VC/OAVM facility.

viii. Pursuant to SEBI Circular No. SEBI/HO/CFD/ CMD/ CIR/P/2020/242 dated December 09, 2020, under Regulation 44 Listing Regulations, listed entities are required to provide remote e-voting facility to its members, in respect of all resolutions.

Currently, there are multiple e-voting service providers (ESPs) providing e-voting facility to listed entities in India. This necessitates registration on various ESPs and maintenance of multiple user IDs and passwords by the shareholders.

In order to increase the efficiency of the voting process, pursuant to a public consultation, it has been decided to enable e-voting to all the demat account holders, by way of a single login credential, through their demat accounts / websites of Depositories / Depository Participants. Demat account holders would be able to cast their vote without having to register again with the ESPs, thereby, not only facilitating seamless authentication but also enhancing ease and convenience of participating in e-voting process.

The procedure to login and access remote e-voting, as devised by the Depositories/ DP(s), is given below:

Step 1: Access to NSDL e-Voting system:

A) Login method for e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode

In terms of SEBI circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020 on e-Voting facility provided by Listed Companies read with SEBI Master Circular No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026 dated January 30, 2026 Individual shareholders holding securities in demat mode are allowed to vote through their demat account maintained with Depositories and Depository Participants. Shareholders are advised to update their mobile number and email Id in their demat accounts in order to access e-Voting facility.

Login method for Individual shareholders holding securities in demat mode is given below:

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL.	1. For OTP based login you can click on https://eservices.nsdl.com/SecureWeb/evoting/evotinglogin.jsp You will have to enter your 8-digit DP ID,8-digit Client Id, PAN No., Verification code and generate OTP. Enter the OTP received on registered email id/mobile number and click on login. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider** i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 2. Existing **IDeAS** user can visit the e-Services website of NSDL Viz. https://eservices.nsdl.com either on a Personal Computer or on a mobile. On the e-Services home page click on the "**Beneficial Owner**" icon under "**Login**" which is available under '**IDeAS**' section , this will prompt you to enter your existing User ID and Password. After successful authentication, you will be able to see e-Voting services under Value added services. Click on "**Access to e-Voting**" under e-Voting services and you will be able to see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be re-directed to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 3. If you are not registered for IDeAS e-Services, option to register is available at https://eservices.nsdl.com. Select "**Register Online for IDeAS Portal**" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp 4. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number hold with NSDL), Password/OTP and a Verification Code as shown on the screen. After successful authentication, you will be redirected to NSDL Depository site wherein you can see e-Voting page. Click on company name or **e-Voting service provider i.e. NSDL** and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. 5. Shareholders/Members can also download NSDL Mobile App "**NSDL Speede**" facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** App Store Google Play

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Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with CDSL	1. Users who have opted for CDSL Easi / Easiest facility, can login through their existing user id and password. Option will be made available to reach e-Voting page without any further authentication. The users to login Easi /Easiest are requested to visit CDSL website www.cdslindia.com and click on login icon & New System Myeasi Tab and then user your existing my easi username & password. 2. After successful login the Easi / Easiest user will be able to see the e-Voting option for eligible companies where the e-voting is in progress as per the information provided by company. On clicking the e-voting option, the user will be able to see e-Voting page of the e-Voting service provider for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting. Additionally, there is also links provided to access the system of all e-Voting Service Providers, so that the user can visit the e-Voting service providers' website directly. 3. If the user is not registered for Easi/Easiest, option to register is available at CDSL website www.cdslindia.com and click on login & New System Myeasi Tab and then click on registration option. 4. Alternatively, the user can directly access e-Voting page by providing Demat Account Number and PAN No. from a e-Voting link available on www.cdslindia.com/ home page. The system will authenticate the user by sending OTP on registered Mobile & Email as recorded in the Demat Account. After successful authentication, user will be able to see the e-Voting option where the evoting is in progress and also able to directly access the system of all e-Voting Service Providers.
Individual Shareholders (holding securities in demat mode) login through their depository participants	You can also login using the login credentials of your demat account through your Depository Participant registered with NSDL/CDSL for e-Voting facility. upon logging in, you will be able to see e-Voting option. Click on e-Voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-Voting feature. Click on company name or e-Voting service provider i.e. NSDL and you will be redirected to e-Voting website of NSDL for casting your vote during the remote e-Voting period or joining virtual meeting & voting during the meeting.

Important note: Members who are unable to retrieve User ID/ Password are advised to use Forget User ID and Forget Password option available at abovementioned website.

Helpdesk for Individual Shareholders holding securities in demat mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.com or call at 022 - 4886 7000
Individual Shareholders holding securities in demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800-21-09911

B) Login Method for e-Voting and joining virtual meeting for shareholders other than Individual shareholders holding securities in demat mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-Voting website?

1. Visit the e-Voting website of NSDL. Open web browser by typing the following URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.
2. Once the home page of e-Voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, your Password/OTP and a Verification Code as shown on the screen.

   Alternatively, if you are registered for NSDL eservices i.e. IDeAS, you can log-in at https://eservices.nsdl.com/ with your existing IDeAS login. Once you log-in to NSDL eservices after using your log-in credentials, click on e-Voting and you can proceed to Step 2 i.e. Cast your vote electronically.
4. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	**Your User ID is:**
a) For Members who hold shares in demat account with NSDL.	*8 Character DP ID followed by 8 Digit Client ID* *For example if your DP ID is IN300*** and Client ID is 12****** then your user ID is IN300***12******.*
b) For Members who hold shares in demat account with CDSL.	*16 Digit Beneficiary ID* *For example if your Beneficiary ID is 12********** then your user ID is 12***********
c) For Members holding shares in Physical Form	*Not Applicable* *(as all the shares of the Company are held by the members in dematerialised form only)*

5. Password details for shareholders other than Individual shareholders are given below:
   a) If you are already registered for e-Voting, then you can user your existing password to login and cast your vote.
   b) If you are using NSDL e-Voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your password.
   c) How to retrieve your 'initial password'?
      (i) If your email ID is registered in your demat account or with the company, your 'initial password' is communicated to you on your email ID. Trace the email sent to you from NSDL from your mailbox. Open the email and open the attachment i.e. a .pdf file. Open the .pdf file. The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.
      (ii) If your email ID is not registered, please follow steps mentioned below in **process for those shareholders whose email ids are not registered.**
6. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:
   a) Click on "Forgot User Details/Password?"(If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.
   b) Click on "Physical User Reset Password?" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.
   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.com mentioning your demat account number/folio number, your PAN, your name and your registered address etc.

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d) Members can also use the OTP (One Time Password) based login for casting the votes on the e-Voting system of NSDL

7. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.
8. Now, you will have to click on "Login" button.
9. After you click on the "Login" button, Home page of e-Voting will open.

Step 2: Cast your vote electronically and join General Meeting on NSDL e-Voting system.

How to cast your vote electronically and join General Meeting on NSDL e-Voting system?

1. After successful login at Step 1, you will be able to see all the companies "Electronic Voting Event Number (**'EVEN'**)" in which you are holding shares and whose voting cycle and General Meeting is inactive status.
2. Select "EVEN i.e. 139690" of the Company for which you wish to cast your vote during the remote e-Voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".
3. Now you are ready for e-Voting as the Voting page opens.
4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify/modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.
5. Upon confirmation, the message "Vote cast successfully" will be displayed.
6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.
7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

20. INSTRUCTIONS FOR MEMBERS FOR e-VOTING ON THE DAY OF THE AGM ARE AS UNDER:-

1. The procedure for e-Voting on the day of the AGM is same as the instructions mentioned above for remote e-voting.
2. Only those Members/ shareholders, who will be present in the AGM through VC/OAVM facility and have not casted their vote on the Resolutions through remote e-Voting and are otherwise not barred from doing so, shall be eligible to vote through e-Voting system in the AGM.
3. Members who have voted through Remote e-Voting will be eligible to attend the AGM. However, they will not be eligible to vote at the AGM.
4. The details of the person who may be contacted for any grievances connected with the facility for e-Voting on the day of the AGM shall be the same person mentioned for Remote e-voting.

21. INSTRUCTIONS FOR MEMBERS ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

i. Member will be provided with a facility to attend the AGM through VC/OAVM through the NSDL e-Voting system. Members may access by following the steps mentioned above for **Access to NSDL e-Voting system**. After successful login, you can see link of "VC/OAVM" placed under "**Join meeting**" menu against Company's name. You are requested to click on VC/OAVM link placed under Join Meeting menu. The link for VC/OAVM will be available in Shareholder/Member login where the EVEN i.e. 139690 of Company will be displayed. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned in the notice to avoid last minute rush.

ii. Members are encouraged to join the AGM through Laptops and use stable Wi-Fi or LAN connection for better experience.

iii. Further Members will be required to allow Camera access and use Internet with a good speed to avoid any disturbance during the AGM.

iv. Members who need assistance for attending or voting during the AGM, can contact NSDL at 022-4886 7000 or contact Ms. Pallavi Mhatre, Senior Manager, NSDL at evoting@nsdl.com.

v. Please note that Participants Connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to Fluctuation in their respective network. It is therefore recommended to use Stable Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

GENERAL GUIDELINES FOR SHAREHOLDERS:

1. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) are required to send scanned copy (PDF/ JPG Format) of the relevant Board Resolution/ Authority letter etc. with attested specimen signature of the duly authorized signatory(ies) who are authorized to vote, to the Scrutinizer by e-mail to suresh@spgindia.co.in with a copy marked to evoting@nsdl.com. Institutional shareholders (i.e. other than individuals, HUF, NRI etc.) can also upload their Board Resolution / Power of Attorney / Authority Letter etc. by clicking on "Upload Board Resolution / Authority Letter" displayed under "e-Voting" tab in their login.
2. It is strongly recommended not to share your password with any other person and take utmost care to keep your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on www.evoting.nsdl.com to reset the password.
3. In case of any queries, you may refer the Frequently Asked Questions (FAQs) for Shareholders and e-voting user manual for Shareholders available at the download section of www. evoting.nsdl.com or call on.: 022 - 4886 7000 or send a request to Pallavi Mhatre, Assistant Vice President, NSDL at evoting@nsdl.com or at 301, 3rd Floor, Naman Chambers, G Block, Plot No. C-32, Bandra Kurla Complex, Bandra East, Mumbai-400051.
4. Shareholders who would like to express their views/ have questions may send their questions in advance mentioning their name demat account number/folio number, email id, mobile number at cs@akums.net.

5. **Speaker Registration before AGM:**

   Members of the Company who wish to speak, express their views, or raise questions during the AGM are requested to register themselves as speakers. Only those members holding shares as on the cut-off date and who have registered as speakers shall be allowed to participate in this capacity during the AGM.

   To register, eligible members are required to send an email from their registered e-mail address to cs@akums.net with the following details:

   - Full Name
   - Contact Number
   - DP ID and Client ID
   - Permanent Account Number ("**PAN**")
   - Number of Shares held as on the cut-off date.

   Please note that registration must be completed by **Sunday, July 05, 2026 (5.00 P.M. (IST)**. Due to limitations in transmission and coordination during the AGM, the Company may need to curtail or dispense with the speaker session at its discretion.

   Accordingly, shareholders are encouraged to send their questions in advance by email to cs@akums.net to ensure appropriate consideration. Further, the Company reserves the right to restrict the number of questions and/or number of speakers, depending upon availability of time and smooth conduct of the AGM.

Members who need assistance before or during the AGM, can contact NSDL / Ms. Pallavi Mhatre, Assistant Vice President – NSDL on evoting@nsdl.com / 022 – 4886 7000.

STATEMENT PURSUANT TO THE PROVISIONS OF SECTION 102 OF THE COMPANIES ACT, 2013

ITEM NO. 4

RATIFICATION OF REMUNERATION OF COST AUDITORS FOR THE F.Y. 2026-27

The Board of Directors, at its meeting held on May 14, 2026, on the recommendation of the Audit Committee approved the re-appointment of M/s Balwinder & Associates (Firm Registration No. 000201), Cost Accountants as the Cost Auditors of the Company for conducting the audit of the cost records of the Company, for the Financial Year 2026-27 at a remuneration of Rs. 3,00,000 (Rupees Three Lakhs Only), plus applicable taxes and reimbursement of out of pocket expenses, as may be incurred by them during the course of audit.

Pursuant to Section 148 of the Companies Act, 2013 ('the Act') read with Rule 14 of the Companies (Audit and Auditors) Rules, 2014, members are required to ratify the remuneration to be paid to the Cost Auditors of the Company. Accordingly, the approval of the members of the Company is being sought by way of an Ordinary Resolution to ratify the remuneration payable to the Cost Auditors of the Company for conducting the audit of the cost records, for the Financial Year 2026-27.

None of the Directors, Key Managerial Personnel of the Company, or their relatives are, in any way, concerned or interested, financially or otherwise, in the resolution set out at item no. 4, except to the extent of their shareholding, if any, in the Company.

The Board recommends Ordinary Resolution as set out at item no. 4 of the notice, for your approval.

ITEM NO.'s 5 & 6

REVISION IN THE REMUNERATION OF MR. SANJEEV JAIN AND MR. SANDEEP JAIN, MANAGING DIRECTORS AND PROMOTERS OF THE COMPANY

The members of the Company on the recommendation of the Nomination and Remuneration Committee and the Board of Directors, at their 19th Annual General Meeting held on Friday, June 30, 2023, approved by way of special resolutions the appointment of Mr. Sanjeev Jain and Mr. Sandeep Jain as Managing Directors of the Company for a period of 5 (five) years with effect from June 30, 2023 on such terms & conditions as approved by the Board of Directors and Committees thereof.

Subsequently, the members of the Company on the recommendation of the Nomination and Remuneration Committee and the Board of Directors, at their 20th Annual General Meeting held on May 31, 2024, have approved by way of special resolutions, the payment of the remuneration to each Executive Directors of the Company including Mr. Sanjeev Jain and Mr. Sandeep Jain, Managing Directors of the Company, as per the applicable provisions of the Companies Act, 2013 ("the Act") and SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations").

Profile & Role

It is important to note that Mr. Sanjeev Jain (DIN: 00323433) and Mr. Sandeep Jain (DIN: 00323476), Managing Directors have been back bone for operations and strategic decisions of the Company; and both of them are actually playing the role of executives by devoting all of their time & efforts on business activities of the Company. Both of them are having a very rich experience of more than 40 years in the pharmaceuticals industry and have built the business of the Company from scratch. They have been associated with the Company since inception. Mr. Sanjeev Jain and Mr. Sandeep Jain, Managing Directors of the Company are also Promoters of the Company.

Current Remuneration

During the F.Y. 2025-26, the Company has paid total remuneration (inclusive of fixed, variable and perquisites) of Rs. 8,66,17,997/- (Rupees Eight Crores Sixty Six Lakhs Seventeen Thousand Nine Hundred and Ninety Seven Only) and 8,61,93,230/- (Rupees Eight Crores Sixty One Lakhs Ninety Three Thousand Two Hundred and Thirty Only) to Mr. Sanjeev Jain and Mr. Sandeep Jain, respectively, in accordance with the terms approved by the members of the Company, more particularly stated under the heading 'Remuneration last drawn in the F.Y. 2025-26' of 'Annexure-A' of the Statement of the Notice.

Apart from the Company, Mr. Sanjeev Jain and Mr. Sandeep Jain are not receiving any remuneration from the subsidiary or group company(ies).

Proposed Remuneration

The proposed remuneration has been benchmarked against the pharmaceutical companies' having similar size and complexity; and the proposed overall remuneration (including of all perquisites incentives and benefits) has been limited to Rs. 12.00 Cr. (fixed + variable) per annum for each Managing Director for their remaining tenure. The proposed remuneration would be approx. 4.60% (four point six percentage) only of the consolidated operating EBIDTA of the F.Y. 2025-26. Taking into consideration the expertise, rich experience and responsibility of Managing Directors as well as the enhanced business activities and future growth plans, at Group level, the proposed remuneration

is commensurate with Industry Standards and competitive in comparison to various Pharmaceutical Companies & other peer groups. The proposed remuneration structure ensures alignment with long-term shareholder value creation and maintains a balance between fixed and performance-linked variable pay.

Mr. Sanjeev Jain and Mr. Sandeep Jain, Managing Directors and Promoters of the Company will not be entitled to any sitting fees for attending the meetings of the Board of Directors of the Company or any committee or sub-committee thereof.

Further, pursuant to the Regulation 17(6)(e) of Listing Regulations, the fees or compensation payable to Executive Directors who are promoters or members of the promoter group, shall be subject to the approval of the members by way of special resolution in the General Meeting, if-

(i) the annual remuneration payable to such executive director exceeds Rs. 5 crores or 2.5 per cent of the net profits of the listed entity, whichever is higher; or

(ii) where there is more than one such director, the aggregate annual remuneration to such directors exceeds 5 per cent of the net profits of the listed entity:

For the purpose of this clause, net profits shall be calculated as per Section 198 of the Act.

The remuneration as detailed above, exceeds the limits prescribed under the Act read with Schedule V thereto and Listing Regulations, therefore approval by way of special resolutions are also sought for the payment of the aforesaid remuneration as minimum remuneration for any financial year in case of absence or inadequacy of profits for such year, subject to the provisions prescribed under Section 197 read with Schedule V and other applicable provisions, if any, of the Act read with the rules made thereunder and the Listing Regulations. The information as required under Section II of Part II of Schedule V of the Act are mentioned below:

<table>
<tr><td>Nature of Industry</td><td colspan="5">Pharmaceuticals formulations manufacturing and marketing</td></tr>
<tr><td>Date or expected date of commencement of commercial production</td><td colspan="5">Commenced in 2004</td></tr>
<tr><td>Financial performance based on given indicators</td><td colspan="5">(Amount in Millions)
<table><tr><th rowspan="2">Particulars</th><th colspan="2">Consolidated</th><th colspan="2">Standalone</th></tr><tr><th>2025-26</th><th>2024-25</th><th>2025-26</th><th>2024-25</th></tr><tr><td>Revenue from operations and other income</td><td>44,877.42</td><td>41,702.80</td><td>14,617.01</td><td>14,359.76</td></tr><tr><td>Earnings before Interest, Taxes, Depreciation, and Amortization</td><td>5,220.26</td><td>4,606.13</td><td>974.61</td><td>1,346.32</td></tr><tr><td>Profit before Tax</td><td>3,821.01</td><td>3,452.53</td><td>1,483.65</td><td>2,078.37</td></tr><tr><td>Profit after Tax</td><td>2,563.97</td><td>3,437.77</td><td>1,116.40</td><td>1,609.98</td></tr></table></td></tr>
<tr><td>Foreign investments or collaborations, if any</td><td colspan="5">The Company has a joint venture subsidiary in Zambia</td></tr>
<tr><td>Comparative remuneration profile with respect to industry, size of the Company, profile of the position and person</td><td colspan="5">The proposed remuneration (fixed + variable) limit of Rs. 12.00 Cr. per annum for each of the Managing Director for their remaining tenure would be approx. 4.60% (four-point six percentage) only of consolidated operating EBIDTA of the financial year 2025-26, which is competitive in compare to the industry and peer group.</td></tr>
<tr><td>Reasons of loss or inadequate profits</td><td colspan="5">Increase in raw material charges & manpower costs</td></tr>
<tr><td>Steps taken or proposed to be taken for improvement</td><td colspan="5" rowspan="2">Fluctuation in raw material cost is mainly due to geo-political events; and beyond the control of the Company. However, the Company is hopeful that once the situation is normalized profitability of the Company will increase.</td></tr>
<tr><td>Expected increase in productivity and profits in measurable terms</td></tr>
</table>

Other prescribed details about the Managing Direcctor(s):	**Background details:** The cornerstone of AKUMS was laid down by its promoters, Mr. Sanjeev Jain and Mr. Sandeep Jain in the year 2004. Today, they are spearheading the largest & fastest growing pharmaceutical contract manufacturing company of the country. They have made significant contributions in the growth of the Company by making the availability of world class pharma products at affordable prices. As trendsetters, Mr. Sanjeev Jain and Mr. Sandeep Jain gave a new concept to Pharma Industry to specialize in Contract Manufacturing. It is their untiring effort and perseverance that Akums today is the top-notch pharmaceutical manufacturing company of India with 14 dedicated manufacturing units. The pharmaceutical industry identifies Mr. Sanjeev Jain, as a visionary, leader & mentor who has achieved many milestones envisioning a future; while treating each milestone as a ladder to reach for more. He has been instrumental in setting up the Company. He combines in himself dynamism, dedication, diligence, devotion, determination, discipline & direction. Under his dynamic leadership and professional approach, the Company has made several collaboration agreements and reached new heights of growth. Mr. Sandeep Jain has been instrumental in setting up the state-of-the-art world class manufacturing facilities and making CRAMS & CROs the requirement of pharma marketing companies. He had been the Chairman of Confederation of Indian Industries (CII) state council, Uttarakhand and Chairman of Association of Pharmaceutical Manufacturers, Uttarakhand. As avid learner, he is actively associated with many trade and commercial organizations. He has been the, Chairman of Chamber of Commerce and Industry, Uttarakhand, member of the managing committee of the PHD Chamber of Commerce and Industry and Vice-chairman of Federation of Pharma Entrepreneurs ('FOPE'). **Recognition or awards:** During their more than four decades long career in pharmaceutical industry, Mr. Sanjeev Jain and Mr. Sandeep Jain, Managing Directors and Promoters of the Company have been awarded bestowed with many awards, few of them are as under: i) Excellence in Healthcare Innovation 2025 ii) Healthcare Leader of the Year 2025 iii) Exemplary leadership in Corporate Social Responsibility 2025 iv) Global 200 Inspirational Leaders 2025 v) Excellence in the Category of Iconic Contribution to Pharma Sector 2024 vi) Shining Star of India – 2023 vii) Times Leading Entrepreneurs 2022 for outstanding contribution in drugs and pharmaceutical industry viii) Inspirational Leaders of Asia ix) India Pharma Leader Award

Further, the Company has not defaulted in payment of dues to any banks or public financial institutions or non-convertible debenture holders or any other secured creditors, the prior approval of the banks or public financial institutions concerned or the non-convertible debenture holders or other secured creditors, as the case may be, is not required by the Company before obtaining the approval herein.

The remuneration details and terms & conditions as set hereinabove may be treated as a written memorandum setting out the terms of appointment pursuant to Section 190 of the Act.

The resolution as set out at Item No.'s 5 & 6 seeks the approval of the members for the revision in remuneration payable to Mr. Sanjeev Jain and Mr. Sandeep Jain as the Managing Directors of the Company for their remaining tenure.

Except Mr. Sanjeev Jain and Mr. Sandeep Jain, Managing Directors and Promoters of the Company and their relatives, none of the Directors and Key Managerial Personnel of the Company or their relatives, are in any way, concerned or interested, financially or otherwise, in the said resolutions as set out at item no's 5 & 6, except to the extent of their shareholding in the Company.

The Board recommends the resolutions as set out in Item No.'s 5 & 6 of the Notice for the approval of the members of the Company as Special Resolutions.

The information as required under Regulation 36(3) of the Listing Regulations and Secretarial Standard on General Meetings (SS-2) issued by the Institute of Company Secretaries of India ("ICSI") are provided in '**Annexure A'** to the Notice.

By Order of the Board of Directors
For **Akums Drugs and Pharmaceuticals Limited**

Dharamvir Malik
Company Secretary & Compliance Officer

Place: Delhi
Date: 14.05.2026

Regd. Office: 304, 3rd Floor, Mohan
Place, L.S.C, Block-C, Saraswati Vihar
New Delhi-110034, Delhi

Annexure-A

INFORMATION UNDER REGULATION 36(3) OF SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015 AND IN TERMS OF SECRETARIAL STANDARD (SS-2) ISSUED BY THE INSTITUTE OF COMPANY SECRETARIES OF INDIA

Name / DIN of Director	Mr. Sanjay Sinha (DIN: 03627342)	Mr. Sanjeev Jain (DIN: 00323433)	Mr. Sandeep Jain (DIN: 00323476)
Date of Birth and Age (as on March 31, 2026)	November 01, 1958, 67 years	April 11, 1966 59 years	August 05, 1967 58 years
Experience (including expertise in specific functional area) / Brief Resume/ Qualifications	Mr. Sanjay Sinha is an expert in the domain of plant operations, quality compliance and safety, project management, supply chain and inventory control. He has previously worked with various pharma companies i.e., IPCA Laboratories Limited, Cadila Pharma, Femicare Laboratories, Dr. Morepen, Medreich and Ranbaxy. Mr. Sinha is a seasoned professional in production planning, production scheduling and control, quality assurance, project development, budget management and human resources management with proven success of over thirty-eight years. Mr. Sanjay Sinha has done Bachelors in Pharmacy; Masters in Pharmacy. He has attended PDA training program in USA and he has also attended various training program in Quality Management System.	Mr. Sanjeev Jain is the Co-founder and Managing Director of Akums Drugs and Pharmaceuticals Limited, India's largest Contract Development and Manufacturing Organization (CDMO). Since its inception on April 19, 2004, he has been instrumental in steering the company to its current prominence in the pharmaceutical industry. With more than 4 decades of experience in the Indian pharmaceutical sector, Mr. Sanjeev Jain has adeptly managed various facets of the CDMO business, including sales, marketing, business development, and risk management. His strategic vision has been pivotal in Akums' expansion, both domestically and internationally. Under his leadership, Akums has achieved significant milestones, such as securing the 487 spot in Fortune 500 India 2023-24 reflecting the company's dedication to pharmaceutical excellence. His innovative approach to new product development has positioned Akums as a recognized leader in contract manufacturing. Mr. Sanjeev Jain, a distinguished first-generation entrepreneur, has earned widespread recognition for his exceptional contributions. Among his numerous accolades are the Forbes India DGEMS 2024 Entrepreneurs Award, the India Pharma Leader Award (2018 & 2019) presented by the Government of India, and the India Pharma Award for Excellence in Contract Research and Manufacturing on multiple occasions. Under his leadership, Akums has also received prestigious honors such as the National Best Employer Brand Awards and the Best Asian Healthcare Brand by The Economic Times.	Mr. Sandeep Jain is the Co-founder and Managing Director of Akums Drugs and Pharmaceuticals Limited, India's leading pharmaceutical contract manufacturing company. A pioneering entrepreneur, he oversees the operations of Akums' group fourteen state-of-the-art manufacturing facilities. Under his visionary and dynamic leadership, Akums has achieved remarkable milestones and set benchmarks in manufacturing and innovation. With more than 4 decades of extensive experience in the pharmaceutical industry, he has been instrumental in establishing world-class manufacturing facilities, making Contract Research and Manufacturing Services (CRAMS) integral to the pharmaceutical industry in India. A first-generation entrepreneur, Mr. Sandeep Jain has received numerous accolades for his contributions, including the Honorary Doctorate, Doctor of Letters (D. Litt.) (Honoris Causa) by Apex University, Jaipur for his exceptional contributions to the pharmaceutical industry, Gold Medal for Management Order of Merit, IDMA Quality Excellence Award, Samaj Shri Award for Excellence in Management, Most Admired Quality Pharmaceutical Manufacturer of India, and the National Award by the Government of India. Other prestigious honors include the Entrepreneurship Award from the Federation of Pharma Entrepreneurs, the Excellence Award by All India Achiever Conference and IPER, and the India Manufacturing Excellence Award by Frost & Sullivan and FICCI. Under his leadership, Akums has been honored with the Quality Products-Pharmaceutical Formulations National Award 2010 by MSME, Government of India, alongside numerous national and international recognitions and quality certifications.

Date of first appointment as Director	January 17, 2024	April 19, 2004	April 19, 2004
Terms of conditions of Appointment or re-appointment	In terms of Section 152(6) of the Companies Act, 2013, Mr. Sanjay Sinha who was appointed as a Whole-time Director at the Extra-ordinary General Meeting held on February 07, 2024 is liable to retire by rotation and being eligible has offered himself for re-appointment.	Mr. Sanjeev Jain has been appointed as Managing Director, liable to retire by rotation, for a period of five years w.e.f. June 30, 2023	Mr. Sandeep Jain has been appointed as Managing Director, liable to retire by rotation, for a period of five years w.e.f. June 30, 2023
Remuneration last drawn (including sitting fees, if any) in the F.Y. 2025-2026	(Amount in Rs.) Fixed Salary: 1,42,82,127 Variable: -- Perquisites: -- Total: 1,42,82,127	(Amount in Rs.) Fixed Salary: 6,00,00,000 Variable: 2,04,00,000 Perquisites: 62,17,997 Total: 8,66,17,997	(Amount in Rs.) Fixed Salary: 6,00,00,000 Variable: 2,04,00,000 Perquisites: 57,93,230 Total: 8,61,93,230
Remuneration proposed to be paid	As per the existing terms of appointment, approved by members of the Company at their 20th Annual General Meeting held May 31, 2024	Up to Rs. 12 Crores (fixed + variable) per annum, as may be decided by the Board of Directors or Committees thereof	Up to Rs. 12 Crores (fixed + variable) per annum, as may be decided by the Board of Directors or Committees thereof
No. of meetings of the Board attended	4 (Four)	4 (Four)	4 (Four)
Directorship held in other Companies as on March 31, 2026	Nil	Nil	Nil
Memberships/ Chairmanship of committees held in other companies as on March 31, 2026	Nil	Nil	Nil
Number of shares held in the Company	42 Equity Shares	271,13,940 Equity Shares	271,27,690 Equity Shares
Inter-se Relationship with other Directors/ Key Managerial Personnel	Mr. Sanjay Sinha is not having any inter-se relationship with any Directors and Key Managerial Personnel	Mr. Sanjeev Jain and Mr. Sandeep Jain are brothers	Mr. Sandeep Jain and Mr. Sanjeev Jain are brothers
Name of Listed entities from which the Director has resigned in the past three years	Nil	Nil	Nil

Independent Auditor's Report

To
the Members of
Akums Drugs and Pharmaceuticals Limited

Report on the Audit of the Standalone Financial Statements

Opinion

1. We have audited the accompanying standalone financial statements of Akums Drugs and Pharmaceuticals Limited ('the Company'), which comprise the Standalone Balance Sheet as at 31 March 2026, the Standalone Statement of Profit and Loss (including Other Comprehensive Income), the Standalone Statement of Cash Flow and the Standalone Statement of Changes in Equity for the year then ended, and notes to the standalone financial statements, including material accounting policy information and other explanatory information, which includes audited financial statements of Akums Employee Benefit Trust ('the trust') for the year ended on that date.

2. In our opinion and to the best of our information and according to the explanations given to us, and based on the consideration of the reports of the other auditor on separate financial statement on the Trust as referred to in paragraph 16 below, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ('Ind AS') specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015 and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, and its profit (including other comprehensive income), its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditor, in terms of their reports referred to in paragraph 16 of the Other Matter section below is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Search and Seizure

4. We draw attention to note 50(c) to the accompanying standalone financial statements relating to a search and seizure operation carried out by the Income Tax Department during the financial year ended 31 March 2025 at certain offices and manufacturing units of the Company and its subsidiaries, and the residences of selected key managerial personnel of the Company from 15 January 2025 to 21 January 2025 under Section 132 of the Income Tax Act, 1961 ('Tax Act'). The Company has complied with notices issued by the income-tax authorities from time to time in this regard. Subsequent to the year ended 31 March 2026, the Company has received show cause notice (SCN) under section 158BC of the Tax Act and is in the process of submitting its response thereto. Pending conclusion of the ongoing search and seizure proceedings, the impact of this matter on the standalone financial statements for the year ended 31 March 2026 and the adjustments (if any) required, is presently not ascertainable.

Our opinion is not modified in respect of this matter.

Key Audit Matter

5. Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

6. We have determined the matter described below to be the key audit matter to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
Revenue Recognition (Refer note 1.20 and 43 to the standalone financial statements for material accounting policy information and revenue-related disclosures respectively): Revenue from the sale of goods is recognized when control over goods is transferred to a customer or as soon as the risk and rewards related to the transactions are transferred to the customer which is when the goods are dispatched from the premises of the Company. Further, revenue from services is recognised as per the terms of the contract basis the services rendered, and costs incurred by the Company. We have identified recognition of revenue as an area requiring significant auditor attention during the year as revenue is focused as a key performance indicator by the Company and its external stakeholders which could create an incentive for revenue to be recognised before the control is transferred. It has been identified as an area of presumed fraud risk by us as per the requirements of Standards on Auditing.	Our audit procedures with respect to revenue recognition included, but were not limited, to the following: a. Understood the nature of revenue transactions, revenue recognition process and evaluated the appropriateness of the accounting policy adopted by the management in accordance with Ind AS 115; b. Evaluated the design, implementation and tested the operating effectiveness of Company's internal controls around revenue recognition for a sample of transactions; c. Evaluated the integrity of the general information and technology ('IT') control environment and tested the operating effectiveness of key IT application controls. d. On a sample basis, performed substantive procedures for revenue transactions recorded during the year, and transactions recorded during specific period before and after year end through inspection of underlying supporting documents such as customer contracts, purchase orders/statement of work, proof of dispatch and delivery including regulatory documents used for movement of products as per applicable regulations, invoices, etc to ensure revenue is recorded in the correct period and in accordance with the accounting policy of the Company. e. Performed overall analytical procedures on revenue recognized during the year to identify unusual and/or material variances; f. Tested unusual non-standard journal entries impacting revenue, selected based on risk-based criteria; and g. Evaluated the appropriateness and adequacy of the disclosures made in the accompanying standalone financial statements in respect of revenue recognition in accordance with the applicable accounting standards.

Information other than the Standalone Financial Statements and Auditor's Report thereon

7. The Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the standalone financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

   Our opinion on the standalone financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

   In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

   When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Standalone Financial Statements

8. The accompanying standalone financial statements have been approved by the Company's Board of Directors. The Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, changes in equity and cash flows of the Company in accordance with the Ind AS specified under section 133 of the Act and other accounting principles generally accepted in India. This responsibility also includes maintenance of adequate accounting records in accordance

with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

9. In preparing the standalone financial statements, the Board of Directors is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

10. The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

11. Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

12. As part of an audit in accordance with Standards on Auditing, specified under section 143(10) of the Act we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- Obtain sufficient appropriate audit evidence regarding the business activities and financial statements of the Company which includes financial information of the trust and limited liability partnership (LLP), to express an opinion on the standalone financial statements. We are responsible for the direction, supervision and performance of the audit of financial statements of the Company, included in the standalone financial statements, of which we are the independent auditors. For the trust and LLP included in the standalone financial statements, which have been audited by the other auditor, such other auditor remain responsible for the direction, supervision and performance of the audits

carried out by them. We remain solely responsible for our audit opinion.

13. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

14. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

15. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

16. We did not audit the financial statements of Akums Employee Benefit Trust ("the Trust") included in the standalone financial statements of the Company whose financial statements reflects total assets of ₹ 3,004.38 million as at 31 March 2026, and the total revenues of ₹ nil, total net loss after tax of ₹ 0.01 million, total comprehensive loss of ₹ 0.01 million and net cash inflows of ₹ 0.03 million for the year ended on that date. The standalone financial statements also include the Company's share in the net profit (including other comprehensive income) of ₹ 50.06 million for the year ended 31 March 2026 in respect of 1 Limited Liability Partnership (LLP), whose financial statements have not been audited by us. These financial statements of the Trust and LLP have been audited by the other auditor, whose reports have been furnished to us by the management, and our opinion on the standalone financial statements, in so far as it relates to the amounts and disclosures included in respect of these Trust and LLP, and our report in terms of Sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid Trust and LLP, is based solely on the reports of such other auditor.

Further, the aforementioned financial statements and other financial information of the Trust and LLP have been prepared in conformity with the Accounting Standards specified under Section 133 of the Act read with the Companies (Accounting Standards) Rules, 2021 and other accounting principles generally accepted in India ('IGAAP'). The Company's management has converted the financial statements of the Trust and LLP from IGAAP to accounting principles enunciated under Ind AS specified under Section 133 of the Act and other accounting principles generally accepted in India. We have audited these conversion adjustments made by the Company's management. Our opinion on the standalone financial statements, in so far as it relates to the amounts and disclosures included in respect of such Trust and LLP, is based on the reports of other auditor and the conversion adjustments prepared by the management of the Company and audited by us.

Our opinion above on the standalone financial statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditor.

Report on Other Legal and Regulatory Requirements

17. As required by section 197(16) of the Act, based on our audit, we report that the Company has paid remuneration to its directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act.

18. As required by the Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act we give in the Annexure I a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

19. Further to our comments in Annexure I, as required by section 143(3) of the Act based on our audit, and on the consideration of the reports of the other auditor as referred to in paragraph 16 above, we report, to the extent applicable, that:

    a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the accompanying standalone financial statements;

    b) Except for the matters stated in paragraph 19(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion, proper books of account as required by law

have been kept by the Company so far as it appears from our examination of those books;

c) The standalone financial statements dealt with by this report are in agreement with the books of account;

d) In our opinion, the aforesaid standalone financial statements comply with Ind AS specified under section 133 of the Act;

e) The matter described in paragraph 4 under the Emphasis of Matter, in our opinion, may have an adverse effect on the functioning of the Company;

f) On the basis of the written representations received from the directors and taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of section 164(2) of the Act;

g) The qualification relating to the maintenance of accounts and other matters connected therewith are as stated in paragraph 19(b) above on reporting under section 143(3)(b) of the Act and paragraph 19(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);

h) With respect to the adequacy of the internal financial controls with reference to financial statements of the Company as on 31 March 2026 and the operating effectiveness of such controls, refer to our separate report in Annexure II wherein we have expressed an unmodified opinion; and

i) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditor as referred to in paragraph 16 above:

i. The Company, as detailed in note 35 to the standalone financial statements, has disclosed the impact of pending litigations on its financial position as at 31 March 2026;

ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2026;

iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company during the year ended 31 March 2026;

iv. a. The management has represented that, to the best of its knowledge and belief, as disclosed in note 56(e) to the standalone financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Company to or in any person(s) or entity(ies), including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

b. The management has represented that, to the best of its knowledge and belief, as disclosed in note 56(f) to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Company shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on such audit procedures performed as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. As stated in note 55(e) to the accompanying standalone financial statements, the Board of Directors of the Company have proposed final dividend for the year ended 31 March 2026 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend

declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. As stated in Note 55(a) to the standalone financial statements and based on our examination which included test checks, except for instances mentioned below, the Company, in respect of financial year commencing on or after 1st April, 2025 has used an accounting software for maintaining its books of account which have a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we did not come across any instance of audit trail feature being tampered with other than the consequential impact of the exception given below. Furthermore, except for instances mentioned below, the audit trail has been preserved by the Company as per the statutory requirements for record retention.

Nature of exception noted	Details of Exception
Instances of accounting software for maintaining books of account for which the feature of recording audit trail (edit log) facility was not operated throughout the year for all relevant transactions recorded in the software	The audit trail feature was not enabled at the database level for accounting software to log any direct data changes, used for maintenance of all accounting records by the Company.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Tarun Gupta
Partner
Membership No.: 507892
UDIN: 26507892VYFFWQ7664

Place: Delhi
Date: 14.05.2026

Annexure I

referred to in paragraph 18 of the Independent Auditor's Report of even date to the members of Akums Drugs and Pharmaceuticals Limited on the standalone financial statements for the year ended 31 March 2026

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit, and to the best of our knowledge and belief, we report that:

(i)(a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of property, plant and equipment, capital work-in-progress, investment property and relevant details of right-of-use assets.

(B) The Company has maintained proper records showing full particulars of intangible assets.

(b) The Company has a regular programme of physical verification of its property, plant and equipment, capital work-in-progress, investment property and relevant details of right-of-use assets under which the assets are physically verified in a phased manner over a period of three years, which in our opinion, is reasonable having regard to the size of the Company and the nature of its assets. In accordance with this programme, certain property, plant and equipment, capital work-in-progress, investment property and relevant details of right-of-use assets were verified during the year and no material discrepancies were noticed on such verification.

(c) The title deeds of all the immovable properties including investment properties held by the Company (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee), disclosed in note 2a to the standalone financial statements, are held in the name of the Company. For title deeds of immovable properties in the nature of lands situated at Plot no 19, 20, 21, 22, 47, 48, 6A I.I.E, SIDCUL Haridwar and Plot no 2, 3, 4 & 5, 6B, I.I.E, SIDCUL Haridwar with gross carrying values of Rs 61.26 million as at 31 March 2026, which have been mortgaged as security for loans or borrowings taken by the Company, confirmations with respect to title of the Company have been directly obtained by us from the respective lenders.

(d) The Company has adopted cost model for its Property, Plant and Equipment (including right-of-use assets) and intangible assets. Accordingly, reporting under clause 3(i)(d) of the Companies (Auditor's Report) Order, 2020 (hereinafter referred to as 'the Order') is not applicable to the Company.

(e) No proceedings have been initiated or are pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 (as amended) and rules made thereunder.

(ii)(a) The management has conducted physical verification of inventory at reasonable intervals during the year, except for goods-in-transit. In our opinion, the coverage and procedure of such verification by the management is appropriate and no discrepancies of 10% or more in the aggregate for each class of inventory were noticed as compared to book records and in respect of goods-in-transit, these have been confirmed from corresponding receipt and/or dispatch inventory records.

(b) As disclosed in note 20 to the standalone financial statements, the Company has been sanctioned a working capital limit in excess of ₹ 50 million by banks based on the security of current assets. The quarterly returns/statements, in respect of the working capital limits have been filed by the Company with such banks and such returns/statements are in agreement with the books of account of the Company for the respective periods, which were subject to audit/review.

(iii) The Company has not made investments in, provided any guarantee or security or granted any loans or advances in the nature of loans to firms and limited liability partnerships during the year. The Company has not provided any guarantee or security or granted any advances in the nature of loans to companies during the year. Further, the Company has made investments in and granted unsecured loans to companies during the year, in respect of which:

(a) The Company has provided loans to Subsidiaries during the year as per details given below:

(₹ in million)

Particulars	Loans
Aggregate amount provided/granted during the year:	
-Subsidiaries	7,985.98
Balance outstanding as at balance sheet date:	
-Subsidiaries	6,047.48

(b) The Company has not provided any guarantee or given any security or granted any advances in the nature of loans during the year. However, the Company has made investment in 2 entities amounting to Rs. 0.03 million (year-end balance Rs. 0.03 million) and in our opinion, and according to the information and explanations given to us, such investments made and terms and conditions of the grant of all loans provided are, prima facie, not prejudicial to the interest of the Company.

(c) In respect of loans granted by the Company, the schedule of repayment of principal and payment of interest has been stipulated and the repayments/receipts of principal and interest are regular.

(d) There is no overdue amount in respect of loans granted to such companies.

(e) The Company has not granted any loan which has fallen due during the year. Further, no fresh loans were granted to any party to settle the overdue loans that existed as at the beginning of the year.

(f) The Company has not granted any loan or advance in the nature of loan, which is repayable on demand or without specifying any terms or period of repayment.

(iv) In our opinion, and according to the information and explanations given to us, the Company has complied with the provisions of section 186 of the Act in respect of loans and investments made and guarantees provided by it, as applicable. Further, the Company has not entered into any transaction covered under section 185 and section 186 of the Act in respect of security provided by it.

(v) In our opinion, and according to the information and explanations given to us, the Company has not accepted any deposits or there are no amounts which have been deemed to be deposits within the meaning of sections 73 to 76 of the Act and the Companies (Acceptance of Deposits) Rules, 2014 (as amended). Accordingly, reporting under clause 3(v) of the Order is not applicable to the Company.

(vi) The Central Government has specified maintenance of cost records under sub-section (1) of section 148 of the Act in respect of the products of the Company. We have broadly reviewed the books of account maintained by the Company pursuant to the rules made by the Central Government for the maintenance of cost records and are of the opinion that, prima facie, the prescribed accounts and records have been made and maintained. However, we have not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

(vii) (a) In our opinion and according to the information and explanations given to us, undisputed statutory dues including goods and services tax, provident fund, employees' state insurance, income-tax, duty of customs, cess and other material statutory dues, as applicable, have generally been regularly deposited with the appropriate authorities by the Company, though there have been slight delays in a few cases. Further, no undisputed amounts payable in respect thereof were outstanding at the year-end for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us, we report that there are no statutory dues referred in sub-clause (a) which have not been deposited with the appropriate authorities on account of any dispute except for the following:

(₹ In millions)

Name of the statute	Nature of dues	Gross Amount	Amount paid under Protest	Period to which the amount relates	Forum where dispute is pending	Remarks, if any
Income Tax	Income Tax	11.51	1.11	FY 2016-17	CIT (A)	-
		6.26	0.90	FY 2017-18	CIT (A)	-
		13.37	-	FY 2021-22	CIT (A)	-
Goods and Services Tax Act, 2017	Goods and Services Tax	5.97	0.28	FY 2017-18	Appellate Authority Delhi	-
		3.94	0.20	FY 2018-19	Appellate Authority Uttarakhand	-

Annexure I (Contd.)

(viii) According to the information and explanations given to us, we report that no transactions were surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (43 of 1961) which have not been previously recorded in the books of accounts.

(ix)

(a) In our opinion and according to the information and explanations given to us, the Company has not defaulted in repayment of its loans or borrowings or in the payment of interest thereon to any lender.

(b) According to the information and explanations given to us including confirmations received from banks and representation received from the management of the Company, and on the basis of our audit procedures, we report that the Company has not been declared a willful defaulter by any bank or financial institution or government or any government authority.

(c) In our opinion and according to the information and explanations given to us, the Company has not raised any money by way of term loans during the year and did not have any term loans outstanding at the beginning of the current year. Accordingly, reporting under clause 3(ix)(c) of the Order is not applicable to the Company.

(d) In our opinion and according to the information and explanations given to us, and on an overall examination of the standalone financial statements of the Company, funds raised by the Company on short term basis have, prima facie, not been utilised for long-term purposes.

(e) In our opinion and according to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries.

(f) In our opinion and according to the information and explanations given to us, the Company has not raised any loans during the year on the pledge of securities held in its subsidiaries.

(x) (a) The Company has not raised any money by way of initial public offer or further public offer (including debt instruments), during the year. Further, in our opinion and according to the information and explanations given to us, money raised towards the end of previous year by way of initial public offer were applied for the purposes for which these were obtained, though surplus funds which were not required for immediate utilisation have been invested in readily realisable liquid investments.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or (fully, partially or optionally) convertible debentures during the year. Accordingly, reporting under clause 3(x) (b) of the Order is not applicable to the Company.

(xi) (a) To the best of our knowledge and according to the information and explanations given to us, no fraud by the Company or no fraud on the Company has been noticed or reported during the period covered by our audit except for case of misappropriation of funds of the Company in connection with procurement of IT assets and services at the Head office division by the employees of subsidiary companies, identified by the management during the current year which involved an amount of ₹4.48 million. (Refer note 55(d) to the standalone financial statements.)

(b) According to the information and explanations given to us including the representation made to us by the management of the Company, no report under sub-section 12 of section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014, with the Central Government for the period covered by our audit.

(c) According to the information and explanations given to us including the representation made to us by the management of the Company, there are no whistle-blower complaints received by the Company during the year.

(xii) The Company is not a Nidhi Company and the Nidhi Rules, 2014 are not applicable to it. Accordingly, reporting under clause 3(xii) of the Order is not applicable to the Company.

(xiii) In our opinion and according to the information and explanations given to us, all transactions entered into by the Company with the related parties are in compliance with sections 177 and 188 of the Act, where applicable. Further, the details of such related party transactions have been disclosed in the standalone financial statements, as required under Indian Accounting Standard (Ind AS) 24, Related Party Disclosures specified in Companies (Indian Accounting Standards) Rules 2015 as prescribed under section 133 of the Act.

(xiv)(a) In our opinion and according to the information and explanations given to us, the Company has an internal audit system which is commensurate with the size and nature of its business as required under the provisions of section 138 of the Act.

(b) We have considered the reports issued by the Internal Auditors of the Company till date for the period under audit.

(xv) According to the information and explanation given to us, the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and accordingly, reporting under clause 3(xv) of the Order with respect to compliance with the provisions of section 192 of the Act are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, reporting under clauses 3(xvi)(a), (b) and (c) of the Order are not applicable to the Company.

(d) Based on the information and explanations given to us and as represented by the management of the Company, the Group (as defined in Core Investment Companies (Reserve Bank) Directions, 2016) does not have any Core Investment Company.

(xvii) The Company has not incurred any cash losses in the current financial year as well as the immediately preceding financial year.

(xviii)There has been no resignation of the statutory auditors during the year. Accordingly, reporting under clause 3(xviii) of the Order is not applicable to the Company.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information in the standalone financial statements, our knowledge of the plans of the Board of Directors and management and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating that Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the company as and when they fall due.

(xx) According to the information and explanations given to us, the Company does not have any unspent amounts towards Corporate Social Responsibility in respect of any ongoing or other than ongoing project as at the end of the financial year. Accordingly, reporting under clause 3(xx) of the Order is not applicable to the Company.

(xxi) The reporting under clause 3(xxi) of the Order is not applicable in respect of audit of standalone financial statements of the Company. Accordingly, no comment has been included in respect of said clause under this report.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Tarun Gupta
Partner
Membership No.: 507892
UDIN: 26507892VYFFWQ7664

Place: Delhi
Date: 14.05.2026

Annexure II

to the Independent Auditor's Report of even date to the members of Akums Drugs and Pharmaceuticals Limited on the standalone financial statements for the year ended 31 March 2026

Independent Auditor's Report on the internal financial controls with reference to the standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the standalone financial statements of Akums Drugs and Pharmaceuticals Limited ('the Company') as at and for the year ended 31 March 2026, we have audited the internal financial controls with reference to financial statements of the Company as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The Company's Board of Directors is responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statement criteria established by the Company considering the essential component of internal control stated in Guidance Note on Audit of Internal Financial Controls over Financial Reporting (the 'Guidance Note') issued by the Institute of Chartered Accountants of India (the 'ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A Company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override

of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note issued by the ICAI.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Tarun Gupta
Partner
Membership No.: 507892
UDIN: 26507892VYFFWQ7664

Place: Delhi
Date: 14.05.2026

CIN - L24239DL2004PLC125888

Standalone Balance Sheet

as at 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars			Notes	As at 31 March 2026	As at 31 March 2025
ASSETS					
(1)	**Non-current assets**				
	(a)	Property, plant and equipment	**2a**	3,314.50	2,647.05
	(b)	Right-of-use assets	**54**	720.82	702.12
	(c)	Capital work-in-progress	**2b**	515.67	537.11
	(d)	Investment property	**3**	181.13	184.88
	(e)	Intangible assets	**4a**	33.96	26.02
	(f)	Intangible assets under development	**4b**	6.60	30.24
	(g)	Financial assets			
		(i) Investments	**5**	3,660.17	3,660.14
		(ii) Loans	**6**	6,084.78	10,443.39
		(iii) Others financial assets	**7**	91.38	100.44
	(h)	Non-current tax assets (net)	**8**	74.87	58.59
	(i)	Other non-current assets	**9**	205.93	127.31
Total non-current assets				**14,889.81**	**18,517.29**
(2)	**Current assets**				
	(a)	Inventories	**10**	2,299.26	2,016.89
	(b)	Financial assets			
		(i) Trade receivables	**11**	2,175.42	2,061.37
		(ii) Cash and cash equivalents	**12a**	463.84	764.92
		(iii) Bank balances other than (ii) above	**12b**	7,245.60	2,796.25
		(iv) Others financial assets	**13**	232.63	204.87
	(c)	Other current assets	**14**	818.22	487.51
Total current assets				**13,234.97**	**8,331.81**
Total assets				**28,124.78**	**26,849.10**
EQUITY AND LIABILITIES					
Equity					
	(a)	Equity share capital	**15**	306.21	306.21
	(b)	Other equity	**16**	23,969.46	22,746.26
Total equity				**24,275.67**	**23,052.47**
Liabilities					
(1)	**Non-current liabilities**				
	(a)	Financial liabilities			
		(i) Lease liability	**54**	439.29	401.77
		(ii) Other financial liabilities	**17**	126.66	97.84
	(b)	Provisions	**18**	163.76	129.31
	(c)	Deferred tax liabilities (net)	**19**	79.45	74.63
Total non-current liabilities				**809.16**	**703.55**
(2)	**Current liabilities**				
	(a)	Financial liabilities			

Akums

Standalone Balance Sheet
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	As at 31 March 2026	As at 31 March 2025
(i) Borrowings	**20**	135.52	39.30
(ii) Lease liability	**54**	17.33	21.80
(iii) Trade payables	**21**		
Total outstanding dues to micro and small enterprises; and		287.14	225.20
Total outstanding dues of creditors other than micro and small enterprises		1,726.90	1,970.35
(iv) Other financial liabilities	**22**	632.44	684.12
(b) Other current liabilities	**23**	136.93	94.78
(c) Provisions	**24**	79.88	57.11
(d) Current tax liabilities (net)	**25**	23.81	0.42
Total current liabilities		**3,039.95**	**3,093.08**
Total equity and liabilities		**28,124.78**	**26,849.10**
Summary of the material accounting policies and other explanatory information	1-56		
This is the Standalone Balance Sheet referred to in our report of even date			

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN - L24239DL2004PLC125888

Standalone Statement of Profit and Loss

for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
INCOME			
Revenue from operations	**26**	13,487.36	13,117.84
Other income	**27**	1,129.65	1,241.92
Total income		**14,617.01**	**14,359.76**
EXPENSES			
Cost of materials consumed		8,303.42	8,110.58
Change in inventories of finished goods and work-in-progress	**28**	(32.58)	(100.50)
Employee benefits expense	**29**	2,179.93	2,017.36
Finance costs	**31**	100.38	153.09
Depreciation and amortisation expenses	**32**	455.03	395.45
Fair value changes to financial instruments	**16**	-	(38.67)
Other expenses	**30**	2,061.99	1,744.08
Total expenses		**13,068.17**	**12,281.39**
Profit before exceptional items and tax		**1,548.84**	**2,078.37**
Exceptional items	**33**	65.19	-
Profit before tax		**1,483.65**	**2,078.37**
Tax expense:			
Current tax			
for current year		377.93	492.74
for earlier years		(13.92)	3.90
Deferred tax (credit)/ charge			
for current year		(3.69)	(7.14)
for earlier years		6.93	(21.11)
Total tax expense		**367.25**	**468.39**
Profit for the year		**1,116.40**	**1,609.98**
Other comprehensive income			
Items that will not be reclassified to statement of profit and loss			
Re-measurement gains/(losses) on defined benefit plans		6.21	(0.96)
Tax effect relating to these items		(1.56)	0.24
Total other comprehensive income, net of tax		**4.65**	**(0.72)**
Total comprehensive income (comprising of profit for the year and other comprehensive income for the year, net of tax)		**1,121.05**	**1,609.26**

Standalone Statement of Profit and Loss
for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
Earnings per equity share of ₹ 2 (31 March 2025: ₹ 2) each			
Basic and diluted	**34**	7.29	10.76
Summary of the material accounting policies and other explanatory information	1-56		
This is the Standalone Statement of Profit and Loss referred to in our report of even date			

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar

Sanjeev Jain
Managing Director
DIN: 00323433

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN - L24239DL2004PLC125888

Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

a. Equity share capital

Particulars	Amount
As at 1 April 2024	**286.13**
Changes in equity share capital (refer note 15.1 for details)	20.08
As at 31 March 2025/ 1 April 2025	**306.21**
Changes in equity share capital (refer note 15.1 for details)	-
As at 31 March 2026	**306.21**

b. Other equity

Particulars	Reserves and surplus			Total
	Securities premium	Retained earnings	Put option reserve	
Balance as at 1 April 2024	**-**	**2,953.89**	**(1,801.24)**	**1,152.65**
Add: Profit for the year	-	1,609.98	-	1,609.98
Add: Other comprehensive income for the year, net of tax				
- Remeasurement of defined benefit plans	-	(0.72)	-	(0.72)
Add: On account of issue of equity shares	9,791.30	-	-	9,791.30
Less: On account of issue of equity shares to Akums Employee Benefits Trust (ESOP Trust) (refer note 1.2)	(2,995.77)	-	-	(2,995.77)
Add: On account of reversal of put option liability (refer note 16)	3,198.76	8,615.12	1,801.24	13,615.12
Less: Share issue expenses [refer note 55(b)]	(426.30)	-	-	(426.30)
Balance as at 31 March 2025/ 1 April 2025	**9,567.99**	**13,178.27**	**-**	**22,746.26**
Add: Profit for the year	-	1,116.40	-	1,116.40
Add: Other comprehensive income for the year, net of tax				
- Remeasurement of defined benefit plans net	-	4.65	-	4.65
Add: Reversal of share issue expenses [refer note 55(b)]	102.15	-	-	102.15
Balance as at 31 March 2026	**9,670.14**	**14,299.32**	**-**	**23,969.46**

Summary of the material accounting policies and other explanatory information	1-56

This is the Statement of Changes in Equity referred to in our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN - L24239DL2004PLC125888

Standalone Statement of Cash Flow

for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
A. Cash flow from operating activities			
Net profit before tax		**1,483.65**	**2,078.37**
Adjustments for:			
Depreciation and amortisation expenses	**32**	455.03	395.45
Fair value changes on financial instruments (refer note 16)	**16**	-	(38.67)
Provision for expected credit loss on trade receivable		167.37	74.01
Provision on advance to suppliers		7.29	20.00
Loss on sale of property, plant and equipment		0.34	0.56
Interest expense	**31**	100.38	153.09
Interest income		(1,007.33)	(973.11)
Gain on reassessment of right-of-use assets		(0.08)	(34.79)
Liability no longer required written back		(2.66)	(37.36)
Share of profit from investment in Limited Liability Partnership (LLP)		(50.06)	(85.89)
Rental income		(39.17)	(39.94)
Employee discount on issue of shares		-	15.60
Income-tax refund receivable		-	(19.25)
Unrealised foreign exchange differences (net)		(2.68)	0.27
Operating profit before working capital changes		**1,112.08**	**1,508.34**
Adjustments for movement in working capital changes:			
Increase in inventories		(282.37)	(399.86)
(Increase)/ decrease in trade receivables		(281.42)	202.56
Decrease in other financial assets		26.78	35.75
Increase in other assets		(327.10)	(87.82)
(Decrease)/ increase in trade payables		(74.02)	583.50
Increase/ (decrease) in other financial liabilities		57.43	(400.59)
Increase in provisions		63.43	17.95
Increase/ (decrease) in other liabilities		42.15	(61.12)
Cash flow generated from operations		**336.96**	**1,398.71**
Less: taxes paid (net)		(358.43)	(488.69)
Net cash flow (used in)/ generated from operating activities (A)		**(21.47)**	**910.02**
B. Cash flow from investing activities			
Purchase of property, plant and equipment and intangible assets (including investment property, capital work-in-progress, capital advances and payable towards property, plant and equipment)		(1,220.72)	(956.18)
Proceeds from sale of property plant and equipment		10.76	20.22
Investment in subsidiaries		(0.03)	(2,270.90)

Standalone Statement of Cash Flow
for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
Investment in deposits having original maturity of more than 3 months, net		(4,062.74)	(2,750.87)
Loan given to subsidiaries		(4,993.21)	(16,556.01)
Loan repaid by subsidiaries		9,323.74	16,829.30
Withdrawals from partnership firm		-	82.96
Interest received		653.37	973.11
Rent received		39.17	39.94
Net cash flow used in investing activities (B)		**(249.66)**	**(4,588.43)**
C. Cash flow from financing activities			
Proceeds from issue of shares (net of share issue expenses)		-	6,373.70
Repayment of non-current borrowings		-	(218.75)
Proceeds from/ (repayment) of current borrowings (net)		96.22	(2,004.81)
Payment of principal components of lease liabilities		(27.32)	(243.29)
Payment of interest components of lease liabilities		(40.41)	(31.01)
Interest paid		(58.44)	(122.08)
Net cash flow (used in)/ generated from financing activities (C)		**(29.95)**	**3,753.76**
Net increase in cash and cash equivalents (A+B+C)		**(301.08)**	**75.35**
Cash and cash equivalents at the beginning of the year		764.92	689.57
Cash and cash equivalents at the end of the year		**463.84**	**764.92**

Statement of cash flow (cont'd)

Components of cash and cash equivalents are as below (refer note 12a):

	As at 31 March 2026	As at 31 March 2025
Balance with scheduled banks		
in current accounts	211.66	576.43
in deposit accounts with original maturity of less than 3 months	250.47	186.88
Cash on hand	1.71	1.61
	463.84	**764.92**

Disclosures as required in terms of Ind AS 7 'Statement of cash flows' related to the change in financial liabilities arising from financing activity is as below:

Particulars	Current borrowings	Non-current borrowings*	Lease liabilities	Put option liability	Total
Balance as on 1 April 2024	**2,044.11**	**218.75**	**407.75**	**13,653.78**	**16,324.39**
Cash flows					
(Repayments)/ proceeds (net)	(2,004.81)	(218.75)	(274.30)	-	(2,497.86)
Non cash changes					
Interest on lease liability	-	-	31.01	-	31.01

Standalone Statement of Cash Flow
for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Current borrowings	Non-current borrowings*	Lease liabilities	Put option liability	Total
Put option measurement/ fair value changes (refer note 16)	-	-	-	(38.67)	(38.67)
On account of reversal of put option liability (refer note 16)	-	-	-	(13,615.11)	(13,615.11)
Gain on reassessment of right-of-use assets	-	-	(34.79)	-	(34.79)
New leases	-	-	293.90	-	293.90
Balance as on 31 March 2025/ 1 April 2025	**39.30**	**-**	**423.57**	**-**	**462.87**
Cash flows					
(Repayments)/ proceeds (net)	96.22	-	(67.73)	-	28.49
Non cash changes					
Interest on lease liability	-	-	40.41	-	40.41
Gain on reassessment of right-of-use assets	-	-	(0.08)	-	(0.08)
New leases	-	-	60.45	-	60.45
Balance as on 31 March 2026	**135.52**	**-**	**456.62**	**-**	**592.14**

*includes current maturities of non-current borrowings.

Summary of the material accounting policies and other explanatory information	1-56

This is the Standalone Statement of Cash Flow referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar

Sanjeev Jain
Managing Director
DIN: 00323433

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN - L24239DL2004PLC125888

Summary of material accounting policies and other explanatory information

for the year ended 31 March 2026

1 Company overview and summary of material accounting policies

1.1 Company overview

Akums Drugs and Pharmaceuticals Limited (the 'Company') is a public limited company domiciled in India and incorporated under the provisions of the Companies Act applicable in India. The registered office of the Company is located at Delhi. During the previous year, the Company completed its Initial Public Offer (IPO) and accordingly the Company's equity shares got listed on National Stock exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024.

The Company is engaged in contract manufacturing which involves manufacturing of pharmaceutical formulations and specializes in developing new formulations, undertaking bio equivalence studies, clinical trials, obtaining Drug Controller General of India's (DCGI) approval for manufacturing and marketing new Fixed Dose Combinations (FDCs) & molecules and thereby offering new formulations with Company's own technology to its customers under their brand names.

1.2 Basis of preparation

The standalone financial statement ('financial statements') of the Company have been prepared in accordance with Indian Accounting Standards (Ind AS) specified under Section 133 of the Companies Act, 2013 ("Act") read with the Companies (Indian Accounting Standards) Rules, 2015 (as amended from time to time).

The standalone financial statements have been prepared under the historical cost convention and amortised costs basis except for certain financial assets which are measured at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The standalone financial statements of the Company are presented in Indian Rupees (₹), which is also its functional currency and all amounts disclosed in the financial statements and notes have been rounded off to the nearest two decimals in million as per the requirement of Schedule III to the Act, unless otherwise stated.

All assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria as set out in the Division II of Schedule III to the Companies Act, 2013. Based on the nature of products and the time between acquisition of assets for processing and their realisation in cash and cash equivalents, the Company has ascertained its operating cycle as 12 months for the purpose of current or non-current classification of assets and liabilities.

The Company has prepared the standalone financial statements on accrual and going concern basis.

The standalone financial statements of the Company for the year ended 31 March 2026 were approved and authorised for issue by Board of Directors in their meeting held on 14 May 2026. The Board of Directors can permit revisions to these financial statements after obtaining necessary approvals or at the instance of regulatory authorities, as per provisions of the Act.

The standalone financial statements have been prepared using the material accounting policies and measurement bases summarised below. These accounting policies have been used throughout all periods presented in the standalone financial statements.

The Company has created an Akums Employee Benefits Trust ('ESOP Trust'). The Company uses the trust as a vehicle for distributing shares to employees under the employee stock option schemes. The Company treats the trust as its extension and shares held by trust are treated as treasury shares. Own equity instruments that are held by the trust are recognised at cost and deducted from equity. No gain or loss is recognised in standalone statement of profit and loss on the purchase, sale, issue, or cancellation of the Company's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in other equity.

Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as amended from time

to time. During the year ended 31 March 2026, MCA has notified following new standards or amendments to the existing standards applicable to the Company:

- Amendment to Ind AS 1 – Presentation of Financial Statements (Paragraph 74): This amendment, notified on 13 August 2025, relates to the classification of liabilities when there is a breach of a material covenant of a long-term loan on or before the reporting date. It requires an entity to classify such a liability as current if the liability becomes payable on demand at the reporting date, even if the lender agrees after the reporting period (but before financial statement approval) not to demand payment. This amendment is effective for annual reporting periods beginning on or after 1 April 2026. The amendments will not have a material impact on the Company's standalone financial statements.

New and amended standard adopted by the Company

The Ministry of Corporate Affairs notified new standards or amendment to existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. The Company applied following amendments for the first-time during the current year which are effective from 1 April 2025:

- Lack of exchangeability - Amendments to Ind AS 21: The amendments to Ind AS 21 The Effects of Changes in Foreign Exchange Rates specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.
- Amendments to Ind AS 1 – Classification of Liabilities as Current or Non-current: These amendments clarify that the right to defer settlement of a liability for at least 12 months must have substance and exist at the end of the reporting period. Classification is not impacted by management's expectations regarding settlement.

  The Company has reviewed the new pronouncements and based on its evaluation has determined that these amendments do not have material impact on these standalone financial statements.

1.3 Use of judgment, estimates and assumptions

The preparation of financial statement is in conformity with Ind AS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income, expenses and other comprehensive income (OCI) that are reported and disclosed in the financial statements and accompanying notes. Accounting estimates could change from period to period. Actual results may differ from these estimates.

Significant management judgement in applying accounting policies and estimation uncertainty

a) Evaluation of indicators for impairment of assets – The evaluation of applicability of indicators of impairment of assets requires assessment of several external and internal factors which could result in deterioration of recoverable amount of the assets.

b) Useful lives of depreciable/amortisable assets – Management reviews its estimate of the useful lives of depreciable/amortisable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical and economic obsolescence that may change the utility of Company's assets.

c) Provisions and contingent liabilities – The Company is the subject of legal proceedings and tax issues covering a range of matters, which are pending in various jurisdictions. Due to the uncertainty inherent in such matters, it is difficult to predict the final outcome of such matters. The cases and claims against the Company often raise difficult and complex factual and legal issues, which are subject to many uncertainties, including but not limited to the facts and circumstances of each particular case and claim, the jurisdiction and the differences in applicable law. In the normal course of business, management consults with legal counsel and certain other experts on matters related to litigation and taxes. The Company accrues a liability when it is determined that an adverse outcome is probable and the amount of the loss can be reasonably estimated. In the circumstances, when the outcome is not probable, company accounts for that as a contingent liability.

d) Employee benefits – Management's estimate of the employee benefits is based on a number of critical

underlying assumptions such as standard rates of inflation, mortality, discount rate and anticipation of future salary increases. Variation in these assumptions may significantly impact the employee benefits amount and the annual defined benefit expenses.

e) **Fair value measurement of financial instruments –** When the fair values of financial assets recorded in the Standalone Financial Statements cannot be measured based on quoted prices in active markets, their fair value is measured using internal valuation techniques. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

f) **Inventories –** The Company estimates the net realisable values of inventories, taking into account the most reliable evidence available at each reporting date. The future realisation of these inventories may be affected by future technology or other market-driven changes that may reduce future selling prices.

1.4 Property, plant and equipment

Recognition and initial measurement

Property, plant and equipment are stated at their cost of acquisition. The cost comprises the purchase price and any attributable costs of bringing the asset to its working condition for its intended use. Any trade discount and rebates are deducted in arriving at the purchase price. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits attributable to such subsequent cost associated with the item will flow to the Company. All other repair and maintenance costs are recognised in statement of profit or loss as incurred.

In case an item of property, plant and equipment is acquired on deferred payment basis if any, interest expenses included in deferred payment is recognised as interest expense and not included in cost of asset.

Subsequent measurement (depreciation and useful lives)

Depreciation on property, plant and equipment is provided on the straight line method. The following useful life of assets has been taken by the Company:

Asset class	Useful lives
Buildings	30 years
Plant and equipments	15 years
Furniture and fittings	10 years
Vehicles	8/10 years
Office equipments	5 years
Computers/ servers	3/6 years
Research and development equipments	10 years
Electrical installations	10 years
Pollution control equipments	15 years

The residual values, useful lives and method of depreciation are reviewed at each financial year end and adjusted prospectively, if appropriate.

Where, during any financial year, any addition has been made to any asset, or where any asset has been sold, discarded, demolished or destroyed, or significant components replaced; depreciation on such assets is calculated on a pro rata basis as individual assets with specific useful life from the month of such addition or, as the case may be, up to the month on which such asset has been sold, discarded, demolished or destroyed or replaced.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under other non-current assets and the cost of assets not put to use before such date are disclosed under 'capital work-in-progress'.

De-recognition

An item of property, plant and equipment and any significant part initially recognised is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit and loss when the asset is derecognised.

1.5 Intangible assets

Recognition and initial measurement

Intangible assets that are acquired are recognised only if it is probable that the expected future economic benefits that are attributable to the asset will flow to the Company and the cost of assets can be measured reliably. The intangible assets are recorded at cost of acquisition including incidental costs related to acquisition and installation and are carried at cost less accumulated amortisation and impairment losses, if any.

Subsequent measurement (amortisation)

All intangible assets are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives. The estimated useful life of an identifiable intangible asset is based on a number of factors including the effects of obsolescence, demand, competition, and other economic factors (such as the stability of the industry, and known technological advances), and the level of maintenance expenditures required to obtain the expected future cash flows from the asset.

The cost thereof is amortised over a period of 5 years. The amortisation period and the amortisation method for intangible assets are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Revenue expenditure on research is recognised as expense in the year in which it is incurred and are included with the respective account heads in the standalone statement of profit and loss.

Capital expenditure on research is shown as addition to property, plant and equipment and depreciation is computed in a manner prescribed for property, plant and equipment.

De-recognition

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the standalone statement of profit and loss when the asset is derecognised.

1.6 Financial instruments

Financial instruments are recognised when the Company becomes a party to the contractual provisions of the instrument and are measured initially at fair value adjusted for transaction costs, except for those carried at fair value through profit or loss which are measured initially at fair value. Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price in accordance with Ind AS 115. The Company applies Expected Credit Loss (ECL) model for measurement and recognition of impairment loss.

If the Company determines that the fair value at initial recognition differs from the transaction price, the Company accounts for that instrument at that date as follows:

- at the measurement basis mentioned above if that fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e. a Level 1 input) or based on a valuation technique that uses only data from observable markets. The Company recognises the difference between the fair value at initial recognition and the transaction price as a gain or loss.
- in all other cases, at the measurement basis mentioned above, adjusted to defer the difference between the fair value at initial recognition and the transaction price. After initial recognition, the Company recognises that deferred difference as a gain or loss only to the extent that it arises from a change in a factor (including time) that market participants would take into account when pricing the asset or liability.

Subsequent measurement of financial assets and financial liabilities is described below.

Non-derivative financial assets

Classification and subsequent measurement

For the purpose of subsequent measurement, financial assets are classified into the following categories upon initial recognition:

(i) Financial assets at amortised cost – a financial instrument is measured at amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest method.

(ii) Financial assets at fair value

Investments in equity instruments other than above – All equity investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at fair value through profit and loss (FVTPL). For all other equity instruments, the Company decides to classify the same either as at fair value through other comprehensive income (FVOCI) or fair value through profit and loss (FVTPL). The Company makes such election on an instrument by instrument basis. The classification is made on initial recognition and is irrevocable.

If the Company decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the other comprehensive income (OCI). There is no recycling of the amounts from OCI to Profit and Loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity. Dividends on such investments are recognised in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the P&L.

De-recognition of financial assets

The Company derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Company neither transfers nor retains substantially all of the risks and rewards of ownership and does not retain control of the financial asset. If the Company enters into transactions whereby it transfers assets recognised on its balance sheet, but retains either all or substantially all of the risks and rewards of the transferred assets, the transferred assets are not derecognised

Non-Derivative financial liability:

Initial recognition

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in Statement of Profit and Loss.

Subsequent measurement

After initial recognition, the financial liabilities are subsequently measured at amortised cost using the effective interest method (EIR).

Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are integral part of the EIR. The effect of EIR amortisation is included as finance cost in the statement of profit and loss.

De-recognition of financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in Statement of Profit and Loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis to realise the assets and settle the liabilities simultaneously.

1.7 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial results are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements on a recurring basis, Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period or each case.

For the purpose of fair value disclosures, Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

1.8 Investment in subsidiaries

An investor, regardless of the nature of its involvement with an entity (the investee), shall determine whether it is a parent by assessing whether it controls the investee. An investor controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee.

Thus, an investor controls an investee if and only if the investor has all the following:

a) power over the investee;

b) exposure, or rights, to variable returns from its involvement with the investee; and

c) the ability to use its power over the investee to affect the amount of the investor's returns.

The Company has elected to recognise its investments in subsidiary at cost in accordance with the option available in Ind AS 27, 'Separate Financial Statements'.

Investments carried at cost are tested annually for impairment as per requirements of Ind AS 36 - Impairment of Assets.

1.9 Impairment of financial assets

All financial assets except for those at FVTPL are subject to review for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets.

In accordance with Ind-AS 109, the Company applies expected credit loss ("ECL") model for measurement and recognition of impairment loss for financial assets carried at amortised cost.

ECL is the weighted average of difference between all contractual cash flows that are due to the Company in accordance with the contract and all the cash flows that the Company expects to receive, discounted at the original effective interest rate, with the respective risks of default occurring as the weights. When estimating the cash flows, the Company is required to consider –

- All contractual terms of the financial assets (including prepayment and extension) over the expected life of the assets.
- Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Trade receivables

The Company assesses impairment based on expected credit losses (ECL) model for measurement and recognition of impairment loss, the calculation of which is based on historical data, on the financial assets that are trade receivables or contract revenue receivables and all lease receivables.

The Company writes off trade receivables after it is established beyond doubt that the account is uncollectible. Financial assets that are written-off are still subject to enforcement activity by the Company.

For trade receivables, the Company applies the simplified approach required by Ind AS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Other financial assets

For recognition of impairment loss on other financial assets and risk exposure, the Company determines whether there

has been a significant increase in the credit risk since initial recognition. If the credit risk has not increased significantly since initial recognition, the Company measures the loss allowance at an amount equal to 12-month expected credit losses, else at an amount equal to the lifetime expected credit losses.

when making this assessment, the Company uses the change in the risk of a default occurring over the expected life of the financial asset. To make that assessment, the Company compares the risk of a default occurring on the financial asset as at the balance sheet date with the risk of a default occurring on the financial asset as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition. The Company assumes that the credit risk on a financial asset has not increased significantly since initial recognition if the financial asset is determined to have low credit risk at the balance sheet date.

1.10 Impairment of non-financial assets

For impairment assessment purposes, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level.

At each reporting date, the Company assesses whether there is any indication based on internal/external factors, that an asset may be impaired. If any such indication exists, the Company estimates the recoverable amount of the asset. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the reduction is treated as an impairment loss and is recognised in the statement of profit and loss. If, at the reporting date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed which is the higher of fair value less costs of disposal and value-in-use and the asset is reflected at the recoverable amount subject to a maximum of depreciated historical cost. Impairment losses previously recognised are accordingly reversed in the statement of profit and loss.

To determine value-in-use, management estimates expected future cash flows from each cash-generating unit and determines a suitable discount rate in order to calculate the present value of those cash flows. The data used for impairment testing procedures are directly linked to the Company's latest approved budget, adjusted as necessary to exclude the effects of future re-organisations and asset enhancements. Discount factors are determined individually for each cash-generating unit and reflect current market assessment of the time value of money and asset-specific risk factors.

1.11 Provisions, contingent liabilities and contingent assets

Provisions are recognised only when there is a present obligation, as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and when a reliable estimate of the amount of obligation can be made at the reporting date. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. If the effect of the time value of money is material, provisions are discounted to reflect its present value using a current pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the obligation. When provisions are discounted, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liability is disclosed for:

- Possible obligations which will be confirmed only by future events not wholly within the control of the Company; or
- Present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Contingent assets are not recognised. However, when inflow of economic benefits is probable, related asset is disclosed.

1.12 Operating expenses

Operating expenses are recognised in the standalone statement of profit or loss upon utilisation of the service or as incurred.

1.13 Foreign currency transactions and translations

i. Initial recognition

The Company's standalone financial statements are presented in Indian Rupee (₹), which is also the Company's functional currency. Transactions in foreign currencies are recorded on initial recognition in the functional currency at the exchange rates prevailing on the date of the transaction.

ii. Measurement at the balance sheet date

Foreign currency monetary items of the Company, outstanding at the balance sheet date are restated at the

year-end rates. Non-monetary items which are carried at historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value is determined.

iii. Treatment of exchange difference

Exchange differences that arise on settlement of monetary items or on reporting at each balance sheet date of the Company's monetary items at the closing rate are recognised as income or expenses in the period in which they arise.

1.14 Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss for the year attributable to equity shareholders (after deducting attributable taxes) by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for events including a bonus issue if any.

For the purpose of calculating diluted earnings per share, the net profit or loss for the year attributable to equity shareholders and the weighted average number of shares outstanding during the year are adjusted for the effects of all dilutive potential equity shares.

1.15 Taxes

Current income-tax

Current income-tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted in India, at the reporting date.

Current income-tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in other comprehensive income or in equity). Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding amounts used for taxation purposes. Deferred tax is also recognised in respect of carried forward tax losses and tax credits.

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which they can be used. The existence of unused tax losses is strong evidence that future taxable profit may not be available. Therefore, in case of a history of recent losses, the Company recognises a deferred tax asset only to the extent that it has sufficient taxable temporary differences or there is convincing other evidence that sufficient taxable profit will be available against which such deferred tax asset can be realised.

The Company's ability to recover the deferred tax assets is assessed by the management at the close of each financial year which depends upon the forecasts of the future results and taxable profits that Company expects to earn within the period by which such brought forward losses may be adjusted against the taxable profits as governed by the Income-tax Act, 1961. Deferred tax assets – unrecognised or recognised, are reviewed at each reporting date and are recognised/ reduced to the extent that it is probable/ no longer probable respectively that the related tax benefit will be realised.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the laws that have been enacted or substantively enacted by the reporting date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Company expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset deferred tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle deferred tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

1.16 Employee benefits

The Company provides post-employment benefits through various defined contribution and defined benefit plans:

Defined contribution plans

The Company's contribution to provident fund and employee state insurance fund is considered as defined contribution plan and is charged as an expense as they fall due based on the amount of contribution required to be made and when services are rendered by the employees. The Company has no legal or constructive obligation to pay contribution in

addition to its fixed contribution.

Defined benefit plans - unfunded

The Company operates a gratuity plan wherein every employee is entitled to the benefit. Gratuity is payable to all eligible employees (who have completed 5 years or more of service) of the Company on retirement, separation, death or permanent disablement, in terms of the provisions of the Payments of Gratuity Act, 1972.

Gratuity is post employment benefit and is in the nature of a defined benefit plan. The liability recognised in the financial statements in respect of gratuity is the present value of the defined benefit obligation at the reporting date, together with adjustments for unrecognised actuarial gains or losses and past service costs. The defined benefit obligation is calculated at or near the reporting date by an independent actuary using the projected unit credit method.

Actuarial gains and losses arising from past experience and changes in actuarial assumptions are credited or charged to the statement of profit and loss under other comprehensive income in the year in which such gains or losses are determined.

Other long-term employee benefits

Liability in respect of compensated absences becoming due or expected to be availed more than one year after the balance sheet date is estimated on the basis of an actuarial valuation performed by an independent actuary using the projected unit credit method.

Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering services (such as, salaries, wages, short-term compensated absences, performance incentives, expected cost of bonus, ex-gratia, etc.) are classified as short-term employee benefits. Expense in respect of short-term employee benefits is recognised on the basis of the amount paid or payable for the period during which services are rendered by the employee.

1.17 Cash flow statement

Cash flows are reported using the indirect method, whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated. Cash and cash equivalents for the purposes of cash flow statement comprise cash at bank and on hand and bank deposit with banks where original maturity is three months or less.

1.18 Inventories

Inventories include raw material, stores and spares, finished goods, work in progress and packing material.

Inventories are stated at lower of cost or net realisable value. The cost in respect of the various items of inventory is computed as under:

(i) Raw materials and packing materials are valued at lower of cost or net realisable value. However, these items are considered to be realisable at cost if the finished products, in which they will be used, are expected to be sold at or above cost. The cost includes direct expenses and is determined on the basis of weighted average method.

(ii) Stores and spares - at cost or net realisable value, whichever is less. Cost is computed on weighted average basis.

(iii) Work in progress - includes the cost of raw materials, packing materials, an appropriate share of fixed and variable production overheads as applicable and other costs incurred in bringing the inventories to their present location and condition.

(iv) Finished goods - includes the cost of raw materials, packing materials, an appropriate share of fixed and variable production overheads as applicable and other costs incurred in bringing the inventories to their present location and condition.

Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses. Provision for expired stock and slow moving inventory , if required is made based on management's best estimates of net realisable value of such inventories.

1.19 Investment property

Investment properties are properties, either land or building or both, held to earn rentals and/or for capital appreciation. Investment properties are measured initially at cost including transactions costs. Subsequent to initial recognition, investment properties are measured in accordance with requirement for cost model.

The Company depreciates building component of investment property over 30 years from the date of original purchase. The Company depreciates the investment property using the straight line method.

The management believes that these estimated useful lives are realistic and reflect fair approximation of the period over which the assets are likely to be used.

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and accumulated impairment loss, if any.

Though the Company measures investment property using cost-based measurement, the fair value of investment property is disclosed in the notes. Fair values are determined based on an annual evaluation performed by an accredited external independent valuer.

Investment properties are derecognised either when they have been disposed of or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition. In determining the amount of consideration from the derecognition of investment property, the Company considers the effects of variable consideration, existence of a significant financing component, non-cash consideration, and consideration payable to the buyer (if any).

Transfers are made to (or from) investment property only when there is a change in use.

1.20 Revenue recognition

The five step model of Ind AS 115 - 'Revenue from Contracts from Customers' is used to determine whether revenue should be recognised at a point in time or over time, and at what amount is as below:

- Step 1: Identify the contract with the customer
- Step 2: Identify the performance obligations in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

Revenue from sale of goods is recognised upon transfer of control of promised goods to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products and which coincides with the dispatch of goods.

Revenue from services is recognized in accordance with the terms of contract when the services are rendered and the related costs are incurred.

Revenue is measured based on the transaction price, which is the consideration, adjusted for discounts, price concessions and incentives, if any, as specified in the contract with the customer.

Revenue also excludes goods and service tax (GST) collected from customers, since GST not received by the Company on its own account. Rather, it is collected tax on value added to the commodity/services by the seller, on behalf of the government and, therefore, these are not economic benefits flowing to the Company. Accordingly, it is excluded from revenue. Revenue from the sale of goods is net of returns.

1.21 Other income

Other income is comprised primarily of interest income, exchange gain/loss on translation of monetary assets and liabilities etc.

Interest

Interest income is recognised as and when due on the time proportion basis by using effective interest method. Interest income is included under the head "other income" in the standalone statement of profit and loss.

1.22 Leases

The Company as a lessee

The Company's lease asset classes primarily consist of leases for land and buildings. The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether: (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset.

At the date of commencement of the lease, the Company recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognizes the lease payments

as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses, if any.

Right-of-use assets are depreciated from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment as to whether it will exercise an extension or a termination option.

Lease liability and Right-of-use asset have been separately presented in the Standalone Balance Sheet and lease payments have been classified as financing cash flows.

The Company as a lessor

Leases for which the Company is a lessor is classified as a finance or operating lease. Whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee, the contract is classified as a finance lease. All other leases are classified as operating leases.

The Company assesses whether it transfers substantially all the risks and rewards of ownership. Those assets that do not transfer substantially all the risks and rewards are classified as operating leases. The Company has currently not entered into any lease that is classified as finance lease.

Rental income is accounted for on a straight-line basis over the lease term and is included in other income due to its nature.

1.23 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Company operates in a single segment of production of pharmaceuticals and relevant disclosure requirements as per Ind AS 108 "Operating Segments" have been disclosed by the Company under note no 48.

The board of directors of the Company has been identified as being the chief operating decision maker by the management of the Company.

1.24 Share issue expenses

Share issue expenses are adjusted against the Securities premium account as permissible under Section 52 of the Companies Act, 2013, to the extent any balance is available for utilisation in the Securities premium account. Share issue expenses in excess of the balance in the Securities premium account is expensed in the Standalone Statement of Profit and Loss.

CIN - L24239DL2004PLC125888

Summary of the material accounting policies and other explanatory information for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

2a. Property, plant and equipment (PPE)

Particulars	Buildings	Plant and equipments	Furniture and fittings	Vehicles	Office equipments	Computers/ servers	Research and development equipments	Electrical installations	Pollution control equipments	Total
Gross block										
Balance as at 1 April 2024	**1,234.86**	**2,745.69**	**243.02**	**38.11**	**116.86**	**179.35**	**479.40**	**208.39**	**8.20**	**5,253.88**
Additions	98.40	293.88	20.59	0.08	13.82	17.28	33.81	23.78	-	501.64
Disposals/ adjustments	-	(6.53)	(4.64)	(5.81)	(2.94)	(0.88)	(6.81)	(5.61)	-	(33.22)
Balance as at 31 March 2025/ 1 April 2025	**1,333.26**	**3,033.04**	**258.97**	**32.38**	**127.74**	**195.75**	**506.40**	**226.56**	**8.20**	**5,722.30**
Additions	404.17	490.40	26.29	0.18	10.63	25.41	52.38	66.67	-	1,076.13
Disposals/ adjustments	3.67	(9.65)	(7.31)	(4.46)	(1.16)	(2.52)	(0.77)	-	-	(22.20)
Balance as at 31 March 2026	**1,741.10**	**3,513.79**	**277.95**	**28.10**	**137.21**	**218.64**	**558.01**	**293.23**	**8.20**	**6,776.23**
Accumulated depreciation										
Balance as at 1 April 2024	**446.26**	**1,562.23**	**102.78**	**23.06**	**84.34**	**101.13**	**291.53**	**129.52**	**5.27**	**2,746.12**
Charge for the year	41.28	197.79	21.53	2.39	11.66	24.06	32.05	11.43	0.41	342.60
Reversal of disposal	-	(0.48)	(0.63)	(4.31)	(0.27)	(0.60)	(1.88)	(5.30)	-	(13.47)
Balance as at 31 March 2025/ 1 April 2025	**487.54**	**1,759.54**	**123.68**	**21.14**	**95.73**	**124.59**	**321.70**	**135.65**	**5.68**	**3,075.25**
Charge for the year	61.37	227.84	19.85	2.26	12.78	24.40	34.02	14.68	0.38	397.58
Reversal of disposal	-	(4.70)	(1.11)	(2.73)	(0.29)	(2.00)	(0.27)	-	-	(11.10)
Balance as at 31 March 2026	**548.91**	**1,982.68**	**142.42**	**20.67**	**108.22**	**146.99**	**355.45**	**150.33**	**6.06**	**3,461.73**
Net block										
As at 31 March 2026	**1,192.19**	**1,531.11**	**135.53**	**7.43**	**28.99**	**71.65**	**202.56**	**142.90**	**2.14**	**3,314.50**
As at 31 March 2025	**845.72**	**1,273.50**	**135.29**	**11.24**	**32.01**	**71.16**	**184.70**	**90.91**	**2.52**	**2,647.05**

Notes:

(i) Refer note 39 for details of assets pledged as security by the Company.

(ii) Refer note 36 for disclosures of contractual commitments for the acquisition of property, plant and equipment.

(iii) Title deeds of all the immovable property held by the Company (other than properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) are in the name of the Company.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

2b. Capital work-in-progress

Particulars	Amount
As at 1 April 2024	**85.66**
Add: Additions during the year	492.15
Less: Capitalised during the year	(40.70)
As at 31 March 2025/ 1 April 2025	**537.11**
Add: Additions during the year	321.84
Less: Capitalised during the year	(343.28)
As at 31 March 2026	**515.67**

2c. Ageing of capital work-in-progress

The table below analyse the capital work-in-progress ageing:

31 March 2026

Particulars	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Plant and equipments pending installation	314.33	68.35	-	-	382.68
Building under progress	7.51	125.48	-	-	132.99
	321.84	**193.83**	**-**	**-**	**515.67**

31 March 2025

Particulars	Amount in capital work-in-progress for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Plant and equipments pending installation	155.04	-	-	-	155.04
Building under progress	337.11	44.96	-	-	382.07
	492.15	**44.96**	**-**	**-**	**537.11**

Note : There are no such project under capital work in progress whose completion is overdue or has exceeded its cost compared to its original plan as of 31 March 2026 and 31 March 2025.

3. Investment property

Tangible assets provided on operating lease to wholly owned subsidiaries as follows:

Particulars	Freehold land	Buildings	Total
Gross carrying value			
Opening balance as at 1 April 2024	**113.50**	**129.58**	**243.08**
Additions during the year	-	-	-
Closing balance as at 31 March 2025/ 1 April 2025	**113.50**	**129.58**	**243.08**
Additions during the year	-	-	-
Closing balance as at 31 March 2026	**113.50**	**129.58**	**243.08**
Accumulated depreciation			
Opening balance as at 1 April 2024	**-**	**54.45**	**54.45**
Charge for the year	-	3.75	3.75
Closing balance as at 31 March 2025/ 1 April 2025	**-**	**58.20**	**58.20**
Charge for the year	-	3.75	3.75
Closing balance as at 31 March 2026	**-**	**61.95**	**61.95**
Net carrying value			
As at 31 March 2026	**113.50**	**67.63**	**181.13**
As at 31 March 2025	**113.50**	**71.38**	**184.88**

Information regarding income and expenditure of Investment property

	Year ended 31 March 2026	Year ended 31 March 2025
Rental income derived from investment properties	19.36	21.36
Less – Depreciation	(3.75)	(3.75)
Profit arising from investment properties before indirect expenses	**15.61**	**17.61**

The fair value of the Company's property assets is estimated to ₹ 352.70 million (31 March 2025: ₹ 295.85 million) based on the valuation by a registered valuer as defined under Rule 2 of the Companies (Registered Valuers and Valuation) Rules, 2017. The significant inputs and assumptions are developed in close consultation with management. The main inputs used are the rental growth rates, expected vacancy rates, terminal yields and discount rates based on comparable transactions in active market for similar properties. The valuation processes and fair value changes are reviewed by the Board of Directors and Audit Committee at each reporting date.

The Company has no restrictions on the realisability of its investment properties and no contractual obligations to purchase, construct or develop investment properties or for repairs, maintenance and enhancements.

Fair value hierarchy

The fair value measurement for the investment property has been categorised as a Level 2 fair value based on the inputs to the valuation technique used.

Minimum lease payments receivable on leases of investment properties are as follows:

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Minimum lease payments receivable	As at 31 March 2026	As at 31 March 2025
within 1 year	21.80	12.96
1-5 years	54.05	64.80
More than 5 years	30.24	30.24
Total	**106.09**	**108.00**

Further, rental income on short-term leases is ₹ 6.40 million (31 March 2025: ₹ 8.40 million).

4(a). Intangible assets

Particulars	Software	Brands / trademarks	Total
Gross carrying value			
Opening balance as at 1 April 2024	**151.04**	**4.90**	**155.94**
Additions during the year	6.28	-	6.28
Closing balance as at 31 March 2025/ 1 April 2025	**157.32**	**4.90**	**162.22**
Additions during the year	19.89	-	19.89
Closing balance as at 31 March 2026	**177.21**	**4.90**	**182.11**
Accumulated amortisation			
Opening balance as at 1 April 2024	**120.23**	**4.89**	**125.12**
Charge for the year	11.08	-	11.08
Closing balance as at 31 March 2025/ 1 April 2025	**131.31**	**4.89**	**136.20**
Charge for the year	11.95	-	11.95
Closing balance as at 31 March 2026	**143.26**	**4.89**	**148.15**
Net carrying value			
As at 31 March 2026	**33.95**	**0.01**	**33.96**
As at 31 March 2025	**26.01**	**0.01**	**26.02**

4(b). Intangible assets under development

Particulars	Amount
As at 1 April 2024	**0.86**
Add: Additions during the year	30.24
Less: Capitalised during the year	(0.86)
As at 31 March 2025/ 1 April 2025	**30.24**
Add: Additions during the year	6.60
Less: Capitalised/ adjusted during the year	(30.24)
As at 31 March 2026	**6.60**

4(c). Ageing of intangible assets under development

31 March 2026

Particulars	Ageing				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Softwares	5.85	0.75	-	-	6.60
	5.85	**0.75**	**-**	**-**	**6.60**

31 March 2025

Particulars	Ageing				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Softwares	30.24	-	-	-	30.24
	30.24	**-**	**-**	**-**	**30.24**

Note : There are no such project in intangible under development whose completion is overdue or has exceeded its cost compared to its original plan as of 31 March 2026 and 31 March 2025.

5. Investments

Non-current

Investment in equity instrument

Investments in subsidiaries (fully paid-up, measured at cost), Unquoted, trade

5.1. Investment in equity instruments of subsidiaries

Particulars	As at 31 March 2026	As at 31 March 2025
2,700,000 (31 March 2025: 2,700,000) equity shares of Pure and Cure Healthcare Private Limited of ₹ 10 each	479.07	479.07
18,020,000 (31 March 2025: 18,020,000) equity shares of Unosource Pharma Limited of ₹ 10 each	196.20	196.20
50,951 (31 March 2025: 50,951) equity shares of Akumentis Healthcare Limited of ₹ 10 each	170.79	170.79
50,000 (31 March 2025: 50,000) equity shares of Maxcure Nutravedics Limited of ₹ 10 each	80.42	80.42
467,000 (31 March 2025: 467,000) equity shares of Malik Lifesciences Private Limited of ₹ 10 each	34.85	34.85
50,000 (31 March 2025: 50,000) equity shares of Nicholas Healthcare Limited of ₹ 10 each	0.50	0.50
50,000 (31 March 2025: 50,000) equity shares of Plenteous Pharmaceuticals Ltd. of ₹ 10 each	0.50	0.50
10,000 (31 March 2025: 10,000) equity shares of Sarvagunaushdhi Private Limited of ₹ 10 each	0.10	0.10
99,994 (31 March 2025: 99,994) equity shares of Akums Healthcare Limited of ₹ 10 each	1.00	1.00
10,000 (31 March 2025: 10,000) equity shares of Qualymed Pharma Private Limited of ₹ 10 each	0.10	0.10
1 (31 March 2025: 1) equity shares of Akums Healthcare UK Limited of GBP 1 each**	-^^	-^^
240 (31 March 2025: Nil) equity shares of Akums Healthcare Malta Private Limited of EUR 1 each***	0.03	-
10,200 (31 March 2025: Nil) equity shares of Akums Healthcare (Zambia) Private Limited of ZMW 1 each^	-	-
1,54,121 (31 March 2025: 1,54,121) equity shares of Medibox Pharma Private Limited of ₹ 10 each*	-	-
	963.56	**963.53**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

5.2 Investment in preference shares

Investments in subsidiaries (fully paid-up, measured at cost), Unquoted, trade

Particulars	As at 31 March 2026	As at 31 March 2025"
5,918 (31 March 2025: 5,918) Compulsorily Convertible Cumulative Preference shares of Akumentis Healthcare Limited of ₹ 100 each	424.21	424.21
2,78,740 (31 March 2025: 2,78,740) 0.01% Optionally Convertible Redeemable Preference shares of Pure and Cure Healthcare Private Limited of ₹ 10 each#	2,020.90	2,020.90
4,919 (31 March 2025: 4,919) 0.01% Optionally Convertible Redeemable Preference of Maxcure Nutravedics Limited of ₹ 10 each#	250.00	250.00
	2,695.11	**2,695.11**

5.3 Other investments - investments in limited liability partnership ("LLP") firms

(Investments carried at cost, unquoted, trade)

Particulars	As at 31 March 2026	As at 31 March 2025"
(Investment carried at cost, unquoted, trade)		
Upadhrish Reserchem LLP	1.50	1.50
(Name of the partner and share of profit/capital- 31 March 2026: Akums Drugs and Pharmaceuticals Limited (99.93 %) and Pure and Cure Healthcare Private Limited (0.07%) [31 March 2025: Akums Drugs and Pharmaceuticals Limited (99.93 %) and S.P. Ojha (0.07%)] , Total Capital of the LLP ₹ 1.50 million (31 March 2025: ₹ 1.50 million)		
	1.50	**1.50**
	3,660.17	**3,660.14**
Aggregate amount of unquoted investments	3,660.17	3,660.14
Aggregate provision for impairment in value of investments	-	-

** The Company is exercising control over Medibox Pharma Private Limited jointly with its wholly owned subsidiary Maxcure Nutravedics Limited, the investment of which has been written off by the Company in the earlier years.*

*** During the previous year, pursuant to the Board resolution passed on 6 February 2025, as part of Company's overseas expansion strategy, the Company has incorporated a subsidiary in UK, Akums Healthcare UK Limited, with an initial investment of GBP 1 made for incorporation purposes. No further investment has been made by the Company during the current year.*

**** During the year, the Company has made an investment in its wholly owned subsidiary, Akums Healthcare Malta Private Limited, by subscribing to 240 equity shares of EURO 1 each. Akums Healthcare Malta Private Limited was incorporated on 20 October 2025 to undertake pharmaceutical marketing activities in the European region. The subsidiary is presently in the process of establishing its operational set-up and obtaining regulatory registrations. The said investment is in line with the Company's strategic objective to expand its international presence and strengthen its global operations.*

During the previous year, the Company had subscribed to Optionally Convertible Redeemable Preference Shares (OCRPS) of face value of ₹ 10 each carrying coupon of 0.01% per annum issued by its wholly owned subsidiary i.e. Maxcure Nutravedics Limited and Pure and Cure Healthcare Private Limited. Such shares shall be optionally convertible to the equity shares either fully or partly at the option of the issuer at any time during the tenure of OCRPS.

^ The Company has incorporated Akums Healthcare (Zambia) Private Limited in Zambia on 13 October 2025 as a subsidiary to undertake pharmaceutical manufacturing in Africa region. During the year, the Company has agreed to subscribe 10,200 equity shares of face value of ZMW 1 each as per the Article of Association of Akums Healthcare (Zambia) Private Limited, representing a 51% controlling interest.

^^ rounded off to nil.

6. Loans

Unsecured, considered good

Particulars	As at 31 March 2026	As at 31 March 2025
Loans to related parties (refer note 42 and 53)*	6,084.78	10,443.39
	6,084.78	**10,443.39**

** includes interest receivable from related parties amounting to ₹ 37.10 million (31 March 2025: ₹ 65.18 million)*

6.1 There are no loans due by directors or other officers of the Company or any of them either severally or jointly with any other person or debts due by firms or private companies respectively in which any director is a partner or a director or a member.

7. Other financial assets

Non-current (at amortised cost)

Unsecured, considered good

Particulars	As at 31 March 2026	As at 31 March 2025
Security deposits	90.26	94.75
Deposit having remaining maturity of more than 12 months*	1.10	5.67
Other receivable	0.02	0.02
	91.38	**100.44**

**pledged with government authorities and others.*

8. Non-current tax assets

Particulars	As at 31 March 2026	As at 31 March 2025
Advance income-tax	74.87	58.59
	74.87	**58.59**

9. Other non-current assets

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, considered good		
Capital advances	145.29	63.06
Advances other than capital advances:		
Tax deposited with sales tax department	51.31	51.31
Prepaid expenses	7.17	9.84
Other receivable	2.16	3.10
Unsecured, considered doubtful		
Capital advances	61.10	56.00
Less: Provision for doubtful advances	(61.10)	(56.00)
	205.93	**127.31**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

10. Inventories

(refer note 1.18 in respect of mode of valuation of inventories)

Particulars	As at 31 March 2026	As at 31 March 2025
Raw materials		
on hand	1,292.85	1,131.00
in transit	11.97	15.29
Packing materials		
on hand	438.02	372.58
in transit	8.10	5.63
Work-in-progress	243.27	176.56
Finished goods	232.04	266.17
Stores and spares		
on hand	72.90	48.70
in transit	0.11	0.96
	2,299.26	**2,016.89**

Refer note 39 for information on inventories pledged as security by the Company

11. Trade receivables

Particulars	As at 31 March 2026	As at 31 March 2025
Trade receivables considered good (unsecured)	2,175.42	1,950.93
Trade receivables - significant increase in credit risk	206.08	251.35
	2,381.50	**2,202.28**
Less: Allowance for expected credit losses	(206.08)	(140.91)
	2,175.42	**2,061.37**
11.1 Dues from related parties (refer note 42)	473.18	461.37

11.2 Refer note 39 for information on trade receivables pledged as security by the Company.

11.3 Refer note 50 (a) for the ageing of the trade receivables

11.4 There are no debts due by Directors or other Officers of the Company or any of them either severally or jointly with any other person or debts due by firms or private companies respectively in which any Director is a Partner or a Director or a Member except as disclosed in note 42.

11.5 The credit period given to the customers ranges from 30 to 90 days.

11.6 The net carrying value of the trade receivables is considered a reasonable approximation of fair value.

11.7 The carrying amount of trade receivable does not include receivables of ₹ 709.49 million (31 March 2025: ₹ 931.28 million) which are subject to a factoring arrangement. Under this arrangement, the Company has transferred the relevant receivables to the factor in exchange for cash on non recourse basis. The Company, therefore, has derecognised the said receivables under the said arrangement. As of 31 March 2026, the Company has received ₹ 296.76 million (31 March 2025: ₹ 388.92 million) in respect of these receivables, since the amount has not yet been transferred to the factor, it has been presented under 'Other financial liabilities.

12. Cash and bank balances

12a. Cash and cash equivalents

Balance with scheduled banks

Particulars	As at 31 March 2026	As at 31 March 2025
in current accounts*	211.66	576.43
in deposit accounts with original maturity of less than 3 months	250.47	186.88
Cash on hand**	1.71	1.61
	463.84	**764.92**

Refer note 39 for assets pledged as security by the Company

**includes an aggregate amount of ₹ 125.98 million (₹ 77.88 million attributable to the selling shareholders and ₹ 48.10 million attributable to the Company), which was lying in the public offer account as at the reporting date. Subsequent to the year end, ₹ 61.69 million out of the aforementioned amount has been released from the public offer account to the selling shareholders and the Company in proportion to their respective entitlements. [Refer note 55(b)]*

***include cash amounting to ₹ 0.16 million which has been seized by the Income Tax Department ("IT Department") during search proceedings conducted from 15 January 2025 to 21 January 2025. The Company believes that the seized cash pertains to legitimate business activities and is fully recoverable. [Refer note 55(c)]*

12b. Other bank balances

Particulars	As at 31 March 2026	As at 31 March 2025
Deposits with original maturity of more than 3 months and remaining maturity of less than 12 months*	7,245.60	2,796.25
	7,245.60	**2,796.25**

Refer note 39 for assets pledged as security by the Company

** includes ₹ nil (31 March 2025: ₹ 81.40 million) out of the IPO proceeds, which has been earmarked towards pursuing inorganic growth initiatives through acquisitions. [Refer note 56(b)]*

13. Other financial assets

(At amortised cost)

Unsecured, considered good

Particulars	As at 31 March 2026	As at 31 March 2025
Dues from LLP (refer note 42)	173.16	123.11
Balance with statutory and other authorities	58.17	80.46
Others	1.30	1.30
	232.63	**204.87**

Refer note 39 for assets pledged as security by the Company

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

14. Other current assets

Particulars	As at 31 March 2026	As at 31 March 2025
Advance to suppliers and others	106.08	43.56
Prepaid expenses	102.82	66.81
Balance with statutory authorities	606.46	366.32
Others*	2.86	10.82

Unsecured, considered doubtful

Particulars	As at 31 March 2026	As at 31 March 2025
Advance to suppliers and others	2.19	-
Less: Provision for doubtful advances	(2.19)	-
	818.22	**487.51**

Refer note 39 for assets pledged as security by the Company

*Note:

includes CSR asset amounting to ₹ nil (31 March 2025: ₹ 4.64 million). Refer note 44 for details.

15. Equity share capital

Authorised

Particulars	As at 31 March 2026	As at 31 March 2025
20,00,00,000 (31 March 2025: 20,00,00,000) equity shares of ₹ 2 (31 March 2025: ₹ 2) each	400.00	400.00
Issued, subscribed and fully paid up		
15,73,93,988 (31 March 2025: 15,73,93,988) equity shares of ₹ 2 (31 March 2025: ₹ 2) each	314.79	314.79
Less: 42,91,930 (31 March 2025: 42,91,930) Equity shares of face value of ₹ 2 each held by Akums Employee Benefits Trust (ESOP Trust) (refer note 15.5)	(8.58)	(8.58)
	306.21	**306.21**

15.1 Reconciliation of equity shares outstanding at the beginning and at the end of the year:

Particulars	As at 31 March 2026		As at 31 March 2025	
	No. of shares	₹	No. of shares	₹
At the beginning of the year	**15,31,02,058**	**306.21**	**14,30,64,350**	**286.13**
Add: Shares issued during the year (refer note (a) below)	-	-	1,43,29,638	28.66
Less: Shares issued during the year to ESOP Trust (refer note (a) below)	-	-	(42,91,930)	(8.58)
At the end of the year	**15,31,02,058**	**306.21**	**15,31,02,058**	**306.21**

(a) The Company had completed its Initial Public Offer (IPO) of 27,368,143 equity shares of face value of ₹ 2 each at an issue price of ₹ 679 per share (including share premium of ₹ 677 per share) and as a result the equity shares of the Company were listed on National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024. The issue comprised of fresh issue of 10,037,708 equity shares aggregating to ₹ 6,800.00 million and offer for sale of 17,330,435 equity shares by selling shareholders, aggregating to ₹ 11,767.37 million [Refer note 55(b)]. In addition to this, the Company had allotted 42,91,930 equity shares of face value of ₹ 2 each at an issue price of ₹ 700 per share (including share premium of ₹ 698 per share) to the ESOP Trust. Since this ESOP Trust has been considered as an extension of the Company, hence, the shares issued to them have been netted off from the equity shares outstanding at the end of the year and securities premium thereon have been reduced from security premium account of the Company. (refer note 15.5 and 1.2)

15.2 Terms/rights attached to equity shares

The Company has only one class of equity shares having face value of ₹ 2 per share. Each equity shareholder is entitled to one vote per share.

In the event of winding up of the Company, the equity shareholders will be entitled to be repaid remaining assets of the Company, after distribution of all preferential amounts, in the ratio of the amount of capital paid on such equity shares.

15.3 Details of shareholders holding more than 5% shares in the Company and shares held by promoters*

Name of shareholder	As at 31 March 2026		As at 31 March 2025		% change during the year
	No. of shares	% Holding	No. of shares	% Holding	
Akums Master Trust#	6,42,00,000	40.79%	6,42,00,000	40.79%	-
Sanjeev Jain#	2,70,80,940	17.21%	2,70,80,940	17.21%	-
Sandeep Jain#	2,71,16,690	17.23%	2,71,16,690	17.23%	-

Name of shareholder	As at 31 March 2025		As at 31 March 2024		% change during the year
	No. of shares	% Holding	No. of shares	% Holding	
Akums Master Trust#	6,42,00,000	40.79%	-	-	100.00%
Sanjeev Jain#	2,70,80,940	17.21%	6,07,28,690	42.45%	(25.22%)
Sandeep Jain#	2,71,16,690	17.23%	2,15,84,970	15.09%	(25.22%)
Ruby QC Investment Holding Pte Ltd.	72,78,535	4.62%	72,78,535	4.62	(10.46%)

promoters of the Company.

**As per records of the Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares*

15.4 No shares, except below have been issued as bonus shares or issued for consideration other than cash or bought back during the period of five years immediately preceding the reporting date.

Particulars	No of shares
Shares issued as bonus shares in 2022-2023	7,15,32,175
Shares issued as bonus shares in 2021-2022	6,50,29,250
Additional shares issued on account of share split in 2021-2022	52,02,340

15.5 The Company vide board resolution dated 16 March 2022 and shareholder resolution dated 31 March 2022 approved the Employee Stock Option Scheme 2022 ('ESOP Scheme 2022') and authorised to create, grant, offer, issue and allot 10,72,983 employee stock options under Employee Stock Option Scheme 2022, for the benefit of employees and directors of the Company as decided by the board. The number of shares post bonus issue done in the year ended 31 March 2023, resulted in increase of Employee Stock Options from 10,72,983 options to 21,45,966 options which in the previous year were further raised to 42,91,930 options. The Company vide board resolution dated 25 August 2023 decided to implement the ESOP Scheme 2022 through trust, pursuant to which the Company has registered Akums Employee Benefits Trust (ESOP Trust). On 31 May 2024, the Company had allotted 42,91,930 equity Shares to ESOP Trust to be given to the eligible employees as and when decided by the board pursuant to the ESOP Scheme 2022.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

16. Other equity

(a) Securities premium

Particulars	As at 31 March 2026	As at 31 March 2025
Balance as at beginning of the year	**9,567.99**	**-**
Add: Reversal of share issue expenses [refer note 55(b)]	102.15	-
Add: On account of issue of equity shares at premium [refer note 15.1(a)]	-	9,791.30
Add: On account of reversal of put option liability (refer note 3 below)	-	3,198.76
Less: On account of issue of equity shares to ESOP Trust (refer note 15.1)	-	(2,995.77)
Less: Share issue expenses [refer note 55(b)]	-	(426.30)
Balance as at end of the year	**9,670.14**	**9,567.99**

(b) Retained earnings

Particulars	As at 31 March 2026	As at 31 March 2025
Balance as at beginning of the year	**13,178.27**	**2,953.89**
Add: Profit for the year	1,116.40	1,609.98
Add: Other comprehensive income for the year		
- Remeasurement of defined benefit plans (net)	4.65	(0.72)
Add: On account of reversal of put option liability (refer note 3 below)	-	8,615.12
Balance as at end of the year	**14,299.32**	**13,178.27**

(c) Put option reserve

Particulars	As at 31 March 2026	As at 31 March 2025
Balance as at beginning of the year	**-**	**(1,801.24)**
Add: On account of reversal of put option liability (refer note 3 below)	-	1,801.24
Balance as at end of the year	-	-
Total	**23,969.46**	**22,746.26**

Nature of reserves

The description of nature and purpose of each of the above reserve within equity is as under:

1. Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares and share issue expenses in accordance with the provisions of the Companies Act, 2013.

2. Retained earnings

` The retained earnings represents the undistributed surplus of the Company earned from its business operations and includes other comprehensive income generated on remeasurement of defined benefit plan.

3. Put option reserve

On 3 October 2019, the Company executed a shareholders' agreement ("the Agreement") with its existing shareholders (Mr. Sandeep Jain and Mr. Sanjeev Jain) and Ruby QC Investments Pte. Limited ("the Investor") wherein 125,585 fully paid equity shares were issued by the Company and 70,642 equity shares were transferred by the said shareholders directly to the Investor

for a total consideration of ₹ 5,000.00 million giving the Investors 15.09% stake in the Company.

During the year ended 31 March 2025, the investor had irrevocably waived its put option rights in accordance with the waiver cum amendment agreement dated 9 February 2024. Consequently, the contractual obligation of the Company ceased to exist and the financial liability recognised in respect of the put option was extinguished and reclassified into equity and other equity.

Accordingly, fair value changes of ₹ 38.67 million (reversal) was recognised in the standalone financial statements for the year ended 31 March 2025. The put option liability amounting to ₹ 13,615.12 million was reclassified as follows: ₹ 8,615.12 million to retained earnings, ₹ 1,801.24 million to the put option reserve, and ₹ 3,198.76 million to securities premium, all under other equity. For the year ended 31 March 2026, no such liability exists and hence no impact has been recognised in these standalone financial statements.

17. Other financial liabilities

Security deposit received

Particulars	As at 31 March 2026	As at 31 March 2025
from customers	36.09	30.77
from others*	90.57	67.07
	126.66	**97.84**

**includes retention amount of ₹ 84.81 million (31 March 2025: ₹ 59.61 million).*

18. Provisions

(a) Provision for employee benefits

Particulars	As at 31 March 2026	As at 31 March 2025
Gratuity (refer note 38)	138.08	103.84
Compensated absences	25.68	25.47
	163.76	**129.31**

Refer note 33(a) for impact of changes in labour code

19. Deferred tax liabilities (net)

In accordance with Ind AS 12 "Income Tax", the Company has accounted for deferred taxes.

Particulars	As at 31 March 2026	As at 31 March 2025
Deferred tax liabilities consists of:		
Temporary differences of book and tax depreciation	234.62	176.62
Right-of-use assets	109.44	105.40
Contract asset	-	-
Deferred tax assets consists of:		
Expenses allowable under Income Tax Act,1961 on payment basis	81.90	51.23
Lease liability	114.92	106.60
Provision for credit losses on financial assets	67.79	49.56
Deferred tax liabilities (net)	**79.45**	**74.63**
Refer note 46 for movement of deferred tax assets		

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

20. Borrowings

Secured

Loan repayable on demand (from bank)

Particulars	As at 31 March 2026	As at 31 March 2025
Working capital loan from bank (including interest accrued) (refer note a and b)	135.52	39.30
	135.52	**39.30**

Notes:

Nature of security and repayment terms of the above borrowings are as below:

	Amount outstanding as at	
	As at 31 March 2026	As at 31 March 2025
(a) Cash credit facility from HDFC Bank Limited	35.19	39.30
Cash credit facility from HDFC Bank is secured by hypothecation/ mortgage of stocks, book debts and fixed and movable assets of Units I,II.III, IV & V; equitable mortgage by deposits of title deeds in respect of land at Haridwar. The loan is repayable on demand and carries an interest rate in the range of 7.53% p.a. to 8.25% p.a. (previous year: 4.59% p.a. to 8.62% p.a.)		
(b) Working capital loan from Yes Bank Limited	100.33	-
Working Capital Loan from Yes Bank Limited is secured by hypothecation/ mortgage of stocks, book debts and fixed and movable assets of unit I,II,III,IV & V; equitable mortgage by deposits of title deeds in respect of land at Haridwar. The loan is repayable on demand and carries an interest rate in the range of 6.50% p.a. to 6.85% p.a. (previous year: 7.50% p.a. to 7.80% p.a.) and is repayable after minimum 7 days to maximum 180 days of utilisation of facility.		
	135.52	39.30

a) Refer note 39 for assets pledged as security

b) Refer note 41 for note on submission of quarterly statements to the bank and its reconciliation with the amounts appearing in the books of accounts.

c) The Company has not defaulted in repayment of interest during the current year. Further, there have been no default in repayment of loan and breaches in the financial covenants of any interest-bearing loans and borrowings in the current year/previous year.

d) The above loans have been sanctioned and utilised for working capital purpose.

21. Trade payables

Particulars	As at 31 March 2026	As at 31 March 2025
Total outstanding dues of micro and small enterprises (MSME) (refer note 52) and	287.14	225.20
Total outstanding dues of creditors other than micro and small enterprises	1,726.90	1,970.35
	2,014.04	**2,195.55**
Dues to related parties (refer note 42)	341.66	284.24

Refer note 50(b) for disclosure in respect of ageing of the above payables.

22. Other financial liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Employee payables	211.76	168.87
Payable for property, plant and equipment*	46.04	126.33
Amount due to bank under factoring arrangement (refer note 11.6)	296.76	388.92
Others**	77.88	-
	632.44	**684.12**

** includes dues to micro and small enterprises of ₹ 23.33 million (31 March 2025: ₹ 21.93 million).*

*** includes refundable amount of ₹ 77.88 million (31 March 2025: nil) attributable to selling shareholders arising from excess provision of IPO expenses. [refer note 55 (b)]*

23. Other current liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Advance from customers	77.43	42.19
Other payables		
Statutory dues	59.50	52.59
	136.93	**94.78**

24. Provisions

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for employee benefits		
Gratuity (refer note 38)	54.74	30.53
Compensated absences	25.14	26.58
	79.88	**57.11**

- Refer note 33(a) for impact of changes in labour code

25. Current tax liabilities (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for income-tax, (net of advance tax)	23.81	0.42
	23.81	**0.42**

26. Revenue from operations

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Sale of finished products	12,261.46	12,093.34
Sale of other products	398.96	529.11
	12,660.42	**12,622.45**
Sale of services		
Job work income	363.81	271.64

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Product development, testing charges and others	399.28	167.95
Other operating revenues		
Sale of scraps	63.85	55.80
	13,487.36	**13,117.84**

Refer note 43 in terms of disclosures required under Ind AS 115

27. Other income

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Interest income on:		
fixed deposits carried at amortised cost	572.19	118.74
loans given to related parties (refer note 42)	420.85	853.59
Others	14.29	0.78
Share of profit from investment in LLP	50.06	85.89
Rental income	39.17	39.94
Income from government incentives	5.69	2.22
Liabilities no longer required, written back	2.66	37.36
Gain on reassessment of right-of-use assets	0.08	34.79
Miscellaneous income	24.66	68.61
	1,129.65	**1,241.92**

28. Change in inventory of finished goods and work-in-progress

Particulars		Year ended 31 March 2026	Year ended 31 March 2025
Opening stock			
Finished goods		266.17	188.21
Work-in-progress		176.56	154.02
(A)		**442.73**	**342.23**
Less: Closing stock			
Finished goods		232.04	266.17
Work-in-progress		243.27	176.56
(B)		**475.31**	**442.73**
Change in inventory of finished goods and work-in-progress	(A-B)	**(32.58)**	**(100.50)**

29. Employee benefits expense

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Salaries, wages and bonus*	2,054.77	1,899.97
Contributions to provident and other funds**	64.21	57.31
Staff welfare expense	60.95	60.08
	2,179.93	2,017.36

** includes a discount of ₹ nil (31 March 2025: ₹ 15.60 million) granted to eligible employees at the time of Initial Public Offer (IPO). Refer note 55(b) for details.*

*** includes PF & ESIC contribution of ₹ 59.89 million (31 March 2025: ₹ 55.01 million). Refer note 38 for details.*

Refer note 33(a) for impact of changes in labour code

30. Other expenses

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Consumption of stores and spare parts	216.72	237.08
Job charges paid	334.42	334.93
Power and fuel	496.42	453.59
Rent	6.35	7.08
Repairs and maintenance		
Plant and equipments	91.33	68.82
Buildings	39.06	40.99
Others	152.08	141.97
Travelling expense	25.06	24.14
Vehicle running expense	12.90	9.01
Fees and subscription	32.48	30.28
Legal and professional expenses	253.71	105.46
Security expenses	28.00	24.81
Payment to auditors (refer note 37)	6.96	5.41
Provision for expected credit loss on trade receivables	167.37	74.01
Provision on advance to suppliers	7.29	20.00
Commission on sales	11.11	13.60
Selling and distribution expenses	45.36	36.40
Loss on foreign exchange transactions and translations, net	4.10	3.12
Loss on sale of property, plant and equipment	0.34	0.56
Corporate social responsibility expense (refer note 44)	17.01	-
Miscellaneous expenses	113.92	112.82
	2,061.99	**1,744.08**

31. Finance costs

Interest on financial liabilities (using effective interest rate method):

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
on borrowings	58.44	122.08
on lease liability	40.41	31.01
on late payment of statutory dues	1.53	-
	100.38	**153.09**

32. Depreciation and amortisation expense

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Depreciation on property, plant and equipment (refer note 2a)	397.58	342.60
Depreciation on right-of-use assets (refer note 54)	41.75	38.02
Depreciation on investment property (refer note 3)	3.75	3.75
Amortisation of intangible assets (refer note 4a)	11.95	11.08
	455.03	**395.45**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

33 Exceptional items

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Impact of changes in labour code (refer note (a) below)	52.32	-
Retrospective wage revision/ variable dearness allowance (VDA) arrears (refer note (b) below)	12.87	-
	65.19	**-**

Notes:

(a) On 21 November 2025, the Government of India notified the four Labour Codes-namely, the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020-thereby consolidating 29 existing labour laws. To facilitate the assessment of the financial impact arising from these regulatory changes, the Ministry of Labour & Employment issued draft Central Rules and related FAQs.

The Company has evaluated and disclosed the incremental impact of these changes based on the analysis of information available and actuarial valuation. Given the material, regulatory-driven, and non-recurring nature of this impact, the Company has presented the incremental charge relating to gratuity (₹ 45.14 million) and compensated absences (₹ 7.18 million), aggregating to ₹ 52.32 million under 'Exceptional items' in these standalone financial statements.

The Company continues to monitor the finalisation of the Central and State Rules and any further government clarifications on other aspects of the Labour Codes and will record the accounting treatment as required based on future developments.

(b) Subsequent to year ended 31 March 2026, the Labour Commissioner, Government of Uttarakhand, issued three notifications dated 23 April 2026 revising the Variable Dearness Allowance (VDA) rates for scheduled employments under the Minimum Wages Act, 1948.

As the revisions relate to conditions that existed as at the reporting date, the notifications have been considered an adjusting event in accordance with the applicable accounting standards. Accordingly, the cumulative impact of the retrospective revision in VDA rates, amounting to ₹ 12.87 million, has been recognized as a liability in these standalone financial statements for the year ended 31 March 2026.

Considering the materiality, regulatory nature, and non-recurring character of the impact, the corresponding charge has been disclosed under 'Exceptional items' in these standalone financial statements.

34 Earning per equity share (EPS)

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Profit attributable to equity shareholders (₹)	**1,116.40**	**1,609.98**
Total number of equity shares outstanding at the end of the year (in nos.)	15,31,02,058	15,31,02,058
Weighted average number of equity shares in calculating basic and diluted EPS (in nos.)	15,31,02,058	14,96,09,486
Nominal value per share (₹)	2.00	2.00
Basic and diluted EPS (₹)	**7.29**	**10.76**

Note: Diluted earnings per share is the same as basic earnings per share, as there were no potential dilutive ordinary shares outstanding during the year.

35 Contingent liabilities

Particulars		As at 31 March 2026	As at 31 March 2025
	Claim against the Company not acknowledged as debt:		
(i)	Income tax matters (refer note (a) below)	31.14	36.90
(ii)	GST input tax reversal (refer note (b) below)	9.91	5.97

Notes:

(a) Pursuant to the assessment of certain previous years (AY 2017-2018, AY 2018-2019 and AY 2022-2023), department has raised demands of ₹ 31.14 million (31 March 2025: ₹ 36.90 million) on account of:

AY 2017-2018: Disallowance of deduction u/s 80IC and 35(2AB) of Income Tax Act, 1961 amounting to ₹ 11.51 million.

AY 2018-2019: Disallowance of deduction u/s 35(2AB) and 37(1) of Income Tax Act, 1961 amounting to ₹ 6.26 million.

AY 2022-2023: Addition on account of unexplained investment u/s 69 of Income Tax Act, 1961 amounting to ₹ 13.37 million.

AY 2020-2021: Initiation of penalty proceeding u/s 270A of Income Tax Act, 1961 amounting to ₹ 5.76 million. During the year, the appeal filed by the Company before the Income Tax Appellate Tribunal (ITAT) was decided in favour of the Company vide order dated 23 May 2025, whereby the impugned penalty order was set aside and the penalty was deleted.

The matters are pending at CIT (Appeal) level and based on the assessments by the management, consideration of merits of the case and consultations with external tax experts, the Company believes that there is a fair chance of winning the case. Accordingly, no further provisions, if any, are considered necessary to be recorded in these standalone financial statements.

(b) The Company is involved in certain GST-related disputes amounting to ₹ 9.91 million (31 March 2025: ₹ 5.97 million) pertaining to disallowance/ reversal of input tax credit and other compliance matters relating to different financial years, which are presently pending adjudication before the relevant appellate authorities.

Based on an internal assessment by the management, consideration of merits of the case and consultations with external tax experts, the management is of the view that the Company has a likely chance of a favourable outcome in the above matters. Accordingly, no provision has been made in these standalone financial statements in respect of the said demand.

Based on an internal assessment by the management, consideration of merits of the case and consultations with external tax experts, the management is of the view that the Company has a likely chance of a favourable outcome in the above matters. Accordingly, no provision has been made in these standalone financial statements in respect of the said demand.

36 Capital and other commitments

Particulars	As at 31 March 2026	As at 31 March 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	355.65	271.72

37 Payment to auditor

Particulars		Year ended 31 March 2026	Year ended 31 March 2025
(a)	for statutory audit (including limited review)	6.10	5.00
(b)	for other services*	-	1.10
(c)	for reimbursement of expenses	0.86	0.41
		6.96	**6.51**

**includes fees paid for IPO related services amounting to ₹ nil (31 March 2025: ₹ 1.10 million) netted of from securities premium.*

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

38 Employees benefits

A Defined contribution plan

	Year ended 31 March 2026	Year ended 31 March 2025
The amount recognised as expense towards contribution to defined contribution plans for the year is as below:		
Company's contribution to Provident Fund	57.98	52.78
Company's contribution to Employees' State Insurance Scheme	1.91	2.23
Total	**59.89**	**55.01**

B Defined benefit plan - Gratuity

(i) Present value of defined benefit obligation as at the end of the year

	As at 31 March 2026	As at 31 March 2025
Non-current	138.08	103.84
Current	54.74	30.53
	192.82	**134.37**

(ii) Changes in the present value of defined benefit obligation recognised in the balance sheet

	As at 31 March 2026	As at 31 March 2025
Present value of the obligation as at the beginning of the year	**134.37**	**111.80**
Service cost	19.45	17.01
Interest cost	9.39	8.07
Past service cost including curtailment loss [refer note 33(a)]	45.14	-
Benefits paid	(9.32)	(3.47)
Actuarial (gain)/ loss recognised during the year in other comprehensive income	(6.21)	0.96
Present value of the obligation as at end of the year	**192.82**	**134.37**

(iii) Expense recognised in the statement of profit and loss consists of:

	As at 31 March 2026	As at 31 March 2025
Service cost	19.45	17.01
Interest cost	9.39	8.07
Past service cost including curtailment loss [refer note 33(a)]	45.14	-
Net impact on profit before tax	**73.98**	**25.08**
Actuarial (gain)/ loss recognised during the year in other comprehensive income	(6.21)	0.96
Amount recognised in total comprehensive income	**67.77**	**26.04**

(iv) Breakup of actuarial gain/(loss):

	As at 31 March 2026	As at 31 March 2025
Actuarial (gain)/ loss from change in demographic assumption	(6.65)	2.44
Actuarial (gain)/ loss from change in financial assumption	(17.43)	(7.04)
Actuarial (gain)/ loss from experience adjustment	17.87	5.56
Total actuarial (gain)/ loss	**(6.21)**	**0.96**

(v) Change in fair value of plan assets

There are no plan assets against the aforesaid liability. Therefore, the return of change in fair value of plan assets is not given.

Employees benefits (cont'd)

(vi) Actuarial assumptions

	As at 31 March 2026	As at 31 March 2025
Discount rate (per annum)	7.78%	6.99%
Future salary increase (per annum)	8.00%	10.00%
Withdrawal rate		
Up to 30 Years	30.00%	24.00%
From 31 to 44 years	30.00%	24.00%
Above 44 years	30.00%	24.00%
Retirement age	58 years	58 years
Mortality rate	100% of IALM (2012-14)	100% of IALM (2012-14)
Average future service (in years)	22.40 years	22.87 years

Notes:

- The discount rate is based on the prevailing market yield of Indian Government bonds as at the balance sheet date for the estimated terms of obligations.
- The estimates of future salary increases considered takes into account the inflation, seniority, promotion and other relevant factors.

(vii) Sensitivity analysis for gratuity liability

	As at 31 March 2026	As at 31 March 2025
Impact of change in discount rate		
Present value of obligation at the end of the year	192.82	134.37
- Impact due to increase of 0.5 %	(2.37)	(2.29)
- Impact due to decrease of 0.5 %	2.44	2.38
Impact of change in salary increase		
Present value of obligation at the end of the year	192.82	134.37
- Impact due to increase of 0.5 %	2.30	2.19
- Impact due to decrease of 0.5 %	(2.26)	(2.14)

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Sensitivities due to mortality and withdrawals are not material and hence impact of change not calculated.

The above sensitivity analysis is based on a change an assumption while holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the year) has been applied which was applied while calculating the defined benefit obligation liability recognised in the balance sheet.

(viii) Maturity profile of defined benefit obligation (discounted)

	As at 31 March 2026	As at 31 March 2025
Within next 12 months	54.74	30.53
Between 1-5 years	106.12	70.01
Beyond 5 years	31.96	33.83
	192.82	**134.37**

(ix) Expected contribution

The expected future employer contributions for defined benefit plan ₹ 34.08 million as at 31 March 2026 (31 March 2025 : ₹ 26.24 million).

(x) Other long-term employee benefits

An amount of ₹ 15.46 million (31 March 2025 : ₹ 19.61 million) pertains to expense towards compensated absences.

39 Assets pledged as security (refer note 2(a) and 20)

	As at 31 March 2026	As at 31 March 2025
Current		
Non financial assets		
Inventories	2,299.26	1,348.23
Other current assets	818.22	210.49
Financial assets		
Cash and cash equivalents	463.84	45.80
Other bank balances	7,245.60	-
Other financial assets	232.63	80.46
Trade receivables	2,175.42	693.24
Total current assets pledged as security	**13,234.97**	**2,378.20**
Non-current (non-financial assets)		
Property, plant and equipment	2,267.16	2,072.49
Capital work-in-progress	457.92	169.04
Total assets pledged as security	**15,960.04**	**4,619.74**

Note: Total assets pledged as security are restricted to the sanctioned working capital and term loan credit facilities of ₹ 850.00 million as at 31 March 2026 (31 March 2025: ₹ 2,800.00 million). Against the aforementioned credit facilities, the utilised amount (including non fund based utilisation) stood at ₹ 241.94 million as at 31 March 2026 (31 March 2025: ₹ 130.31 million).

40 Charges on assets on which mortgaged or any charge created during the year has been duly registered with Registrar of companies. Refer note 56 (c).

41 Reporting to banks/ financial institutions

The Company is regular in submission of quarterly stock statements with banks for the borrowings sanctioned against hypothecation of current assets. Further, all the quarterly statements of current assets filed by the Company with banks or financial institutions are in agreement with books of accounts.

42 Related party disclosures

In accordance with Ind AS-24 on related party disclosures where control exist and where transactions in ordinary course of business have taken place and description of the relationships as identified and certified by the management are as follows:

I. Relationships

(a) Where control exists

Mr. Sandeep Jain and Mr. Sanjeev Jain exercise joint control over the Company.

Name of entity	Principal place of business of investee	Shareholding as at	
		31 March 2026	31 March 2025
(b) Members of the same group			
Subsidiaries			
Akumentis Healthcare Limited	India	91.49%	91.49%
Akums Healthcare Limited	India	100.00%	100.00%
Maxcure Nutravedics Limited	India	100.00%	100.00%
Malik Lifesciences Private Limited	India	100.00%	100.00%
Nicholas Healthcare Limited	India	100.00%	100.00%
Plenteous Pharmaceuticals Limited	India	100.00%	100.00%
Pure and Cure Healthcare Private Limited	India	100.00%	100.00%
Sarvagunaushdhi Private Limited	India	100.00%	100.00%
Unosource Pharma Limited	India	100.00%	100.00%
Upadhrish Reserchem LLP	India	100.00%*	99.93%
Qualymed Pharma Private Limited	India	100.00%	100.00%
Akums Healthcare UK Limited (refer note 5)	UK	100.00%	100.00%
Akums Healthcare Malta Private Limited (refer note 5)	Malta	100.00%	-
Akums Healthcare (Zambia) Private Limited (refer note 5)	Zambia	51.00%	-
Step down subsidiary of Company			
Medibox Pharma Private Limited**	India	100.00%	100.00%

**includes partnership share held by Pure and Cure Healthcare Private Limited (wholly owned subsidiary of the Company), acquired during the current year.*

***includes shares held by Maxcure Nutravedics Limited (wholly owned subsidiary of the Company).*

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(b) Key management personnel (KMP)

Name	Designation
Mr. Sandeep Jain	Managing Director
Mr. Sanjeev Jain	Managing Director
Mr. Sanjay Kumar Sinha	Whole Time Director
Mr. Nand Lal Kalra	Independent Director (till 5 February 2025)
Mr. Kewal Handa	Independent Director
Ms. Matangi Gowrishankar	Independent Director
Mr. Satwinder Singh	Independent Director
Mr. Anilkumar Arvindlal Amin	Independent Director (from 4 June 2025)
Mr. Sunil Kumar Thakur	Non-Executive & Non-Independent Director
Mr. Dharamvir Malik	Company Secretary#
Mr. Sumeet Sood	Chief Financial Officer#

as per Companies Act, 2013

(d) Relatives of KMP*

Ms. Arushi Jain

Mr. Manan Jain (till 15 June 2024)

Mr. Umang Jain

Ms. Shivangi Jain (from 4 May 2024)

(e) Entities where significant influence is exercised by KMP and/or their relatives having transactions with the Company*

Akome Lifecare Private Limited

Akums Foundation

Akums Health and Education Society

Dhanwantri Vedaresearch LLP

May and Baker Pharmaceuticals Limited (from 1 April 2024)

** where transactions have occurred.*

II Summary of related party transactions [refer note 42(I) above, for relationships of related parties]:

Particulars	31 March 2026	31 March 2025
(a) Transactions during the year		
Inter-corporate loan given		
Pure and Cure Healthcare Private Limited	2,129.81	7,067.50
Maxcure Nutravedics Limited	1,863.20	2,476.40
Malik Lifesciences Private Limited	3,036.90	4,917.40
Akums Healthcare Limited	859.00	1,235.80
Others	97.07	858.91
Inter-corporate loan repaid		
Pure and Cure Healthcare Private Limited	7,100.61	7,459.20
Maxcure Nutravedics Limited	1,863.20	2,516.40
Malik Lifesciences Private Limited	3,135.60	5,078.70
Others	217.30	1,779.00
Interest income		

Particulars	31 March 2026	31 March 2025
Akums Healthcare Limited	224.38	166.68
Malik Lifesciences Private Limited	118.07	132.25
Pure and Cure Healthcare Private Limited	18.29	431.87
Qualymed Pharma Private Limited	44.48	27.91
Others	15.63	94.88
Sale of goods and others		
Unosource Pharma Limited	782.72	794.64
Akumentis Healthcare Limited	201.39	220.89
Pure and Cure Healthcare Private Limited	258.58	361.43
Others	245.94	261.16
Sale of property, plant and equipments		
Pure and Cure Healthcare Private Limited	6.11	15.01
Akums Healthcare Limited	0.85	0.98
Upadhrish Reserchem LLP	1.31	0.08
Others	0.24	1.45
Sale of RODTEP License		
Maxcure Nutravedics Limited	0.12	-
Malik Lifesciences Private Limited	-	1.16
Purchase of goods and others		
Maxcure Nutravedics Limited	912.63	1,037.56
Pure and Cure Healthcare Private Limited	509.10	618.28
Malik Lifesciences Private Limited	315.42	263.14
Others	119.52	93.34
Purchase of property, plant and equipments		
Pure and Cure Healthcare Private Limited	22.35	11.48
Upadhrish Reserchem LLP	1.40	0.37
Akums Healthcare Limited	0.99	5.01
Maxcure Nutravedics Limited	6.38	0.33
Others	3.22	0.70

Particulars	31 March 2026	31 March 2025
Expenses incurred		
Mr. Anilkumar Arvindlal Amin	0.80	-
Plenteous Pharmaceuticals Limited	0.43	-
Nicholas Healthcare Limited	0.03	0.11
Maxcure Nutravedics Limited	0.07	0.06
Mr. Nand Lal Kalra	-	0.04
Sarvagunaushdhi Private Limited	-	0.03
Others	0.11	-
Repairs and maintenance- Plant and equipments		

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	31 March 2026	31 March 2025
Upadhrish Reserchem LLP	15.67	11.48
Consumption of stores and spare parts		
Upadhrish Reserchem LLP	49.82	87.66
Pure and Cure Healthcare Private Limited	-	3.21
Maxcure Nutravedics Limited	-	2.86
Job work charges		
Pure and Cure Healthcare Private Limited	224.33	250.47
Malik Lifesciences Private Limited	108.96	82.15
Others	1.14	2.31
Expenses paid by other group company		
Akome Lifecare Private Limited	4.40	4.99
Qualymed Pharma Private Limited	2.06	0.03
Pure and Cure Healthcare Private Limited	0.43	3.46
Others	0.03	0.77
Service income		
Pure and Cure Healthcare Private Limited	28.75	-
Unosource Pharma Limited	8.46	9.24
Akumentis Healthcare Limited	0.75	2.77
Others	0.40	0.33
Expenses incurred on behalf of Company		
Malik Lifesciences Private Limited	7.34	6.63
Pure and Cure Healthcare Private Limited	17.40	17.35
Maxcure Nutravedics Limited	4.00	3.68
Others	6.70	5.87
Job work income		
Pure and Cure Healthcare Private Limited	17.80	16.09
Unosource Pharma Limited	-	0.01
Rent received		
Malik Lifesciences Private Limited	18.62	18.27
Maxcure Nutravedics Limited	5.66	5.31
Pure and Cure Healthcare Private Limited	14.89	16.36
Others	-	9.01
Corporate guarantee given/ (withdrawn)		
Pure and Cure Healthcare Private Limited	-	(812.50)
Plenteous Pharmaceuticals Limited	-	(35.09)
Akums Healthcare Limited	-	(84.50)
Nicholas Healthcare Limited	-	(29.95)
Corporate guarantee charges		
Unosource Pharma Limited	2.52	5.00
Nicholas Healthcare Limited	1.30	2.70
Others	2.21	6.82

Particulars	31 March 2026	31 March 2025
Profit share from investment in LLP		
Upadhrish Reserchem LLP	50.06	86.65
Investment through acquisition of shares		
Pure and Cure Healthcare Private Limited	-	2,020.90
Maxcure Nutravedics Limited	-	250.00
Akums Healthcare Malta Private Limited	0.03	-
Akums Healthcare UK Limited	-	-^
Akums Healthcare (Zambia) Private Limited (refer note 5)	-	-
Sale of investment in subsidiaries		
Dhanwantri Vedaresearch LLP	-	1.03
Security deposit repayment		
Plenteous Pharmaceuticals Limited	0.78	-
CSR contribution		
Akums Foundation	12.88	-
Remuneration paid*		
Mr. Sanjeev Jain	86.62	82.78
Mr. Sandeep Jain	86.19	81.87
Mr. Sanjay Sinha	14.28	13.18
Mr. Sumeet Sood	21.13	22.36
Mr. Dharamvir Malik	2.93	3.04
Ms. Arushi Jain	8.39	7.63
Mr. Manan Jain	-	0.27
Mr. Umang Jain	3.31	2.40
Ms. Shivangi Jain	3.31	2.18
Rent paid		
Akome Lifecare Private Limited	23.85	26.20
Mr. Sanjeev Jain	0.94	3.99
Mr. Sandeep Jain	2.51	4.95
Qualymed Pharma Private Limited	3.66	2.44
Director sitting fees		
Mr. Kewal Handa	1.50	1.80
Ms. Matangi Gowrishankar	1.60	1.90
Mr. Nand Lal Kalra	-	1.50
Mr. Satwinder Singh	1.40	1.90
Mr. Anilkumar Arvindlal Amin	0.90	-
Professional charges		
Mr. Kewal Handa	2.00	1.70
Ms. Matangi Gowrishankar	1.50	1.20
Mr. Anilkumar Arvindlal Amin	2.00	-

** excludes the post employment benefits and other long term benefits as being done on lumpsum for all the employee of the Company.*
^ rounded off to nil

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars		31 March 2026	31 March 2025
(b)	**Balance outstanding at the end of the year**		
	Inter-corporate loan given		
	Malik Lifesciences Private Limited	1,629.00	1,727.70
	Pure and Cure Healthcare Private Limited	345.00	5,315.80
	Akums Healthcare Limited	3,306.80	2,651.30
	Qualymed Pharma Private Limited	621.71	544.51
	Others	145.18	138.90
	Trade receivable		
	Unosource Pharma Limited	309.35	304.87
	Pure and Cure Healthcare Private Limited	52.00	53.02
	Others	111.83	103.48
	Interest receivable		
	Pure and Cure Healthcare Private Limited	0.19	33.39
	Malik Lifesciences Private Limited	8.84	9.93
	Upadhrish Reserchem LLP	6.16	1.70
	Akums Healthcare Limited	18.08	16.27
	Others	3.83	3.89
	Trade payable		
	Maxcure Nutravedics Limited	169.47	194.33
	Pure and Cure Healthcare Private Limited	139.35	19.14
	Malik Lifesciences Private Limited	22.34	43.46
	Others	10.50	27.31
	Expenses payable		
	Akome Lifecare Private Limited	-	1.84
	Security deposit payable		
	Medibox Pharma Private Limited	2.69	2.69
	Plenteous Pharmaceuticals Limited	-	0.78
	Dues from partnership firm and LLPs		
	Upadhrish Reserchem LLP	173.16	123.11
	Remuneration payable		
	Mr. Sanjeev Jain	13.70	13.80
	Mr. Sandeep Jain	13.70	14.20
	Mr. Sanjay Sinha	-	0.80
	Mr. Sumeet Sood	0.97	0.78
	Mr. Dharamvir Malik	0.15	0.22
	Ms. Arushi Jain	0.50	0.44
	Mr. Umang Jain	0.22	0.17
	Ms. Shivangi Jain	0.22	0.15
	Advance remuneration		
	Mr. Sumeet Sood	1.90	-

Particulars	31 March 2026	31 March 2025
Amount payable - Refund of excess provision of IPO expense (refer note 55b)		
Mr. Sanjeev Jain	6.79	-
Mr. Sandeep Jain	6.79	-
Corporate guarantees given (refer note 2 below)	**-**	**-**

1. Unless otherwise stated, all related party transactions have been entered on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and settlement occurs in cash.

2. The corporate guarantee has been given by the Company to its various subsidiaries who have taken sanctioned from respective banks. The guarantee given has been restricted to the amount of loan outstanding which is nil as on the closing date of current year and of the previous year.

43 Disclosure required under Ind AS 115 - Revenue from customers

(i) Disaggregation of revenue:

Revenue arises mainly from the sale of manufactured and traded goods.

	Year ended 31 March 2026	Year ended 31 March 2025
Sale of products		
Revenue from sale of manufactured goods	12,261.46	12,093.34
Revenue from sale of goods - others	398.96	529.11
Sale of services		
Job work charges	363.81	271.64
Product development, testing charges and others	399.28	167.95
Other operating revenues		
Sale of scrap	63.85	55.80
	13,487.36	13,117.84

(ii) Assets and liabilities related to contracts with customers

	As at 31 March 2026		As at 31 March 2025	
	Non-current	Current	Non-current	Current
Contract liabilities related to sale of goods				
Advance received from customers	-	77.43	-	42.19

	As at 31 March 2026	As at 31 March 2025
Trade receivables		
Trade receivables (refer note 11)	2,175.42	2,061.37
Total	2,175.42	2,061.37

Receivable is the right to consideration in exchange for goods or services transferred to the customer. Contract liability is the entity's obligation to transfer goods or services to a customer for which the entity has received consideration from the customer in advance.

(iii) Significant changes in the contract liabilities balances during the year are as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
	Contract liabilities	Contract liabilities
	Advances from customers	Advances from customers
Opening balance	**42.19**	**98.49**
Addition during the year	77.43	42.19

Particulars	As at 31 March 2026	As at 31 March 2025
	Contract liabilities	Contract liabilities
	Advances from customers	Advances from customers
Revenue recognised/ adjustments during the year	42.19	98.49
Closing balance	**77.43**	**42.19**

The Company does not have any remaining performance obligation as contracts entered for sale of goods are for a shorter duration. There are no contracts for sale of services wherein, performance obligation is unsatisfied to which transaction price has been allocated. The amounts receivable from customers become due after expiry of credit period which is in the range of 30 to 90 days. There is no significant financing component in any transaction with the customers.

There is no difference between the contract price and actual revenue recognized during the year accordingly, no reconciliation has been provided.

There is no significant estimate involved in the recognition of revenue from contract.

44 Corporate social responsibility

As per section 135 of the Companies Act, 2013, a Company, meeting the applicable threshold, required to spend at least 2% of its average net profit for the immediately preceding three financial year as per section 198 of the Companies Act 2013 on corporate social responsibility(CSR) activities. The CSR committee has been formed by the Company as per the Act and the Company has identified areas of "Promoting Education and Healthcare and Rural Development projects" for CSR activities.

The Company has spent amount on corporate social responsibility expenses as below:

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Unspent/ (Overspent) balance as at beginning of the year	**(4.64)**	**(0.54)**
Write-off of CSR asset (unutilised beyond 3 years)*	0.50	-
Gross amount required to be spent during the year	17.01	-
Amount spent during the year		
- Construction/acquisition of any asset	-	-
- On purposes other than above	(12.87)	(4.10)
Unspent/ (Overspent) balance as at end of the year [(excess)/ shortfall]	**-**	**(4.64)**

The excess amount spent on CSR during the year ended 31 March 2025 has been recognised as an asset in the books of account as per Companies Act 2013 (refer note 14)

**During the year, the Company has written off ₹ 0.5 million (31 March 2025 : nil) relating to CSR asset recognised in earlier years, which remained unutilised beyond the permissible period of 3 years.*

45 Financial instruments

A Financial instruments by category

The carrying value of financial instruments by categories were as follows:

Particulars	Amortised cost	
	As at 31 March 2026	As at 31 March 2025
Financial assets carried at amortised cost		
Investments	3660.17	3660.14
Trade receivables	2,175.42	2,061.37

Particulars	Amortised cost	
	As at 31 March 2026	As at 31 March 2025
Cash and cash equivalents	463.84	764.92
Other bank balances	7,245.60	2,796.25
Loans	6,084.78	10,443.39
Other financial assets	324.01	305.31
Total financial assets	**19,953.82**	**20,031.38**
Financial liabilities carried at amortised cost		
Borrowings	135.52	39.30
Trade payables	2,014.04	2,195.55
Lease liabilities	456.62	423.57
Other financial liabilities	759.10	781.96
Total financial liabilities	**3,365.28**	**3,440.38**

The carrying amount of trade receivables, trade payables, capital creditors and cash and cash equivalent are considered to be the same as their fair values, due to short-term in nature.

The carrying value of the amortised financial assets and liabilities approximate to the fair value on the respective reporting dates.

Investments in subsidiaries as at the close of the year ended 31 March 2026 are carried at cost, per the option availed by the Company under the relevant provision of Ind AS. Hence the same has not been considered in the above table.

B. Fair values hierarchy

Financial assets and financial liabilities are measured at fair value in the standalone financial statements and are grouped into three Levels of a fair value hierarchy. The three Levels are defined based on the observability of significant inputs to the measurement, as follows:

The categories used are as follows:

Level 1: Quoted prices (unadjusted) for identical instruments in an active market;

Level 2: Directly (i.e. as prices) or indirectly (i.e. derived from prices) observable market inputs, other than Level 1 inputs; and

Level 3: Inputs which are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part using a net asset value or valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

B.1 The following table presents the changes in level 3 items for the years ended 31 March 2026 and 31 March 2025

Particulars	Liability arising out of put option
As at 1 April 2024	13,653.78
Add: Fair value changes during the year*	(38.67)
Less: On account of reversal of put option liability	13,615.11
As at 31 March 2025/ 31 March 2026	-

**Disclosed in these standalone statement of profit and loss for the year ended 31 March 2025.*

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

C Financial risk management

Financial risk management objectives and policies

The Company's principal financial liabilities comprise borrowings, trade payables and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include loans, investments, trade and other receivables, cash and cash equivalents and other financial assets.

The Company is exposed to market risk, credit risk and liquidity risk. The Company's management oversees the management of these risks and also ensure that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives.

The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Financial risk factors

The Company's activities expose it to a variety of financial risks:

a) Market risk

b) Credit risk

c) Liquidity risk

The primary market risk to the Company is foreign exchange risk. The Company's exposure to credit risk is influenced mainly by the individual characteristic of each customer and the concentration of risk from the top few customers. Liquidity risk is the risk that the company will encounter difficulty in raising funds to meet commitments associated with financial instruments that are settled by delivering cash or another financial asset. Liquidity risk may result from an inability to sell a financial asset quickly at close to its fair value.

C.1 Market risk

(a) Foreign currency risk

The entity has international transactions and is exposed to foreign exchange risk arising from foreign currency transactions. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the entity's functional currency. The company does not use forward contracts and swaps for managing risks associated with foreign currency nor used for speculative purposes.

Foreign currency risk exposure:

Particulars	31 March 2026		31 March 2025	
	Foreign currency	₹ million	Foreign currency	₹ million
Trade receivables- USD	5,63,520	53.44	3,71,231	31.73
Trade receivables- EURO	2,43,860	26.58	16,955	1.56
Trade receivables- GBP	32,118	4.03	-	-
Trade and other payables- USD	-	-	5,15,000	44.02
Trade and other payables- EURO	5,722	0.62	-	-
Trade and other payables- GBP	1,075	0.13	-	-
Trade and other payables- OMR	-	-	2,100	0.47

Sensitivity

The sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments.

Particulars	Currency	31 March 2026		31 March 2025	
		Increase	Decrease	Increase	Decrease
INR/USD- increase by 1%*	USD	0.53	(0.53)	(0.12)	0.12
INR/EURO- increase by 1%*	EURO	0.26	(0.26)	0.02	(0.02)
INR/GBP- increase by 1%*	GBP	0.04	(0.04)	-	-
INR/OMR- increase by 1%*	OMR	-	-	0.00	(0.00)

(31 March 2025: 1%)

* Holding all other variables constant

There is no currency risk with respect to equity.

(b) Interest rate risk

(i) Financial liabilities

The Company's policy is to minimise interest rate cash flow risk exposures on external financing. At 31 March 2026 and 31 March 2025, the Company is exposed to changes in interest rates through bank borrowings carrying variable interest rates. The Company's investments in fixed deposits carry fixed interest rates.

Interest rate risk exposure

Below is the overall exposure of the entity to interest rate risk:

Particulars	As at 31 March 2026	As at 31 March 2025
Variable rate borrowing	135.52	39.30
Total borrowings	**135.52**	**39.30**

Sensitivity

Below is the sensitivity of profit or loss and equity changes in interest rates.

Particulars	As at 31 March 2026	As at 31 March 2025
Interest sensitivity*		
Interest rates – increase by 100 basis points	1.36	0.39
Interest rates – decrease by 100 basis points	(1.36)	(0.39)

** Holding all other variables constant*

(ii) Financial assets

The Company's deposits with banks are carried at amortised cost and are fixed rate instruments. They are, therefore, not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

(c) Price risk

(i) Exposure

The Company is in the business of contract manufacturing wherein any increase in the price is passed to the customer and hence the Company is not exposed to significant price risk.

C.2 Credit risk

Credit risk is the risk that a counterparty fails to discharge its obligation to the Company. The Company's exposure to credit risk is influenced mainly by investments in cash and cash equivalents, trade receivables and other financial assets measured at amortised cost. The Company continuously monitors defaults of customers and other counterparties and incorporates this information into its credit risk controls.

(a) Credit risk management

The Company assesses and manages credit risk based on internal credit rating system. Internal credit rating is performed for each class of financial instruments with different characteristics. The Company assigns the following credit ratings to each class of financial assets based on the assumptions, inputs and factors specific to the class of financial assets.

The Company assesses and manages credit risk based on internal credit rating system. Internal credit rating is performed for each class of financial instruments with different characteristics. The Company assigns the following credit ratings to each class of financial assets based on the assumptions, inputs and factors specific to the class of financial assets.

(i) Low credit risk

(ii) Moderate credit risk

Based on business environment in which the Company operates, a default on a financial asset is considered when the counter party fails to make payments within the agreed time period as per contract. Loss rates reflecting defaults are based on actual credit loss experience and considering differences between current and historical economic conditions.

Assets are written off when there is no reasonable expectation of recovery, such as a debtor declaring bankruptcy or a litigation decided against the Company. The Company continues to engage with parties whose balances are written off and attempts to enforce repayment. Recoveries made are recognised in the statement of profit and loss.

Basis of categorisation	Asset class exposed to credit risk	Provision for expected credit loss
Low credit risk	Loans, Cash and cash equivalents, financial assets measured at amortised cost	12 month expected credit loss
Moderate credit risk	Trade receivables	Trade receivables - Life time expected credit loss

Financial assets that expose the entity to credit risk –

Particulars	At at 31 March 2026	At at 31 March 2025
Low credit risk		
Cash and cash equivalents	463.84	764.92
Other bank balances	7,245.60	2,796.25
Loans	6,084.78	10,443.39

Particulars	At at 31 March 2026	At at 31 March 2025
Other financial assets	324.01	305.31
Moderate credit risk		
Trade receivables	2,175.42	2,061.37
Total	**16,293.65**	**16,371.24**

Credit risk related to cash and cash equivalents and bank deposits is managed by only accepting highly rated banks and diversifying bank deposits and accounts in different banks across the country.

Trade receivables are generally unsecured and non-interest bearing. There is no significant concentration of credit risk. The Company's credit risk management policy in relation to trade receivables involves periodically assessing the financial reliability of customers, taking into account their financial position, past experience and other factors. The utilization of credit limit is regularly monitored and a significant element of credit risk is covered by credit insurance. The Company's credit risk is mainly confined to the risk of customers defaulting against credit sales made. Outstanding trade receivables are regularly monitored by credit monitoring Company. In respect of trade receivables, the Company recognises a provision for lifetime expected credit losses after evaluating the individual probabilities of default of its customers which are duly based on the inputs received from the marketing teams of the Company.

All of the entity's financial assets (other than trade receivables) measured at amortised cost, are considered to have low credit risk, and the loss allowance recognised during the period was therefore limited to 12 months' expected losses. Management consider 'low credit risk' for cash and cash equivalents and other bank balances being maintained with scheduled banks. Other instruments are considered to have low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

The expected loss rates are based on the payment profiles of sales over a period of 36 months before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Company, and a failure to make contractual payments for a period of greater than 180 days past due. Impairment losses on trade receivables and contract assets are presented as net impairment losses. Subsequent recoveries of amounts previously written off are credited against the same line item.

The carrying amounts of financial assets above represents the maximum exposure to credit risk.

The Company assumes increase in credit risk since initial recognition when financial assets are more than 30 days past due.

(b) Expected credit losses for financial assets

(i) Financial assets (other than trade receivables)

Company provides for expected credit losses on loans other than trade receivables by assessing individual financial instruments for expectation of any credit losses.

- For cash & cash equivalents and other bank balances - Since the Company deals with only high-rated banks and financial institutions, credit risk in respect of cash and cash equivalents and other bank balances and bank deposits is evaluated as very low.

- For loans and other financial assets - Credit risk is evaluated based on Company knowledge of the credit worthiness of those parties and loss allowance is measured. For such financial assets, the Company policy is to provide for 12 month expected credit losses upon initial recognition and provide for lifetime expected credit losses upon significant increase in credit risk.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

31 March 2026	Gross carrying amount	Expected probability of default"	Expected credit losses"	Carrying amount net of loss allowance
Cash and cash equivalents	463.84	-	-	463.84
Other bank balances	7,245.60	-	-	7,245.60
Loans	6,084.78	-	-	6,084.78
Other financial assets	324.01	-	-	324.01

31 March 2025	Gross carrying amount	Expected probability of default	Expected credit losses	Carrying amount net of loss allowance
Cash and cash equivalents	764.92	-	-	764.92
Other bank balances	2,796.25	-	-	2,796.25
Loans	10,443.39	-	-	10,443.39
Other financial assets	305.31	-	-	305.31

(ii) Expected credit loss for trade receivables under simplified approach

As at 31 March 2026 and 31 March 2025, the Company considered the individual probabilities of default of its financial assets (other than trade receivables) and determined that in respect of counterparties with low credit risk, no default events are considered to be possible within the 12 months after the reporting date. In respect of trade receivables, the Company measures the loss allowance at an amount equal to lifetime expected credit losses using a simplified approach.

As at 31 March 2026	Gross carrying amount	% of expected credit losses	Allowance for expected credit losses	Carrying amount net of loss allowance
Amount not yet due	1,422.94	-	-	1,422.94
Between one to six month overdue	764.35	1.55%	(11.87)	752.48
Between six month to one year overdue	9.20	100.00%	(9.20)	-
Greater than one year overdue	185.01	100.00%	(185.01)	-
Total	**2,381.50**		**(206.08)**	**2,175.42**

As at 31 March 2025	Gross carrying amount	% of expected credit losses	Allowance for expected credit losses	Carrying amount net of loss allowance
Amount not yet due	1,240.93	-	-	1,240.93
Between one to six month overdue	650.32	0.01%	(0.09)	650.23
Between six month to one year overdue	54.00	0.78%	(0.42)	53.58
Greater than one year overdue	257.03	54.62%	(140.40)	116.63
Total	**2,202.28**		**(140.91)**	**2,061.37**

Reconciliation of loss allowance provision from beginning to end of the year:

Particulars	Trade receivables
Loss allowance on 1 April 2024	**77.16**
Charge in statement of profit and loss	74.01
Bad debts written off during the year	(10.26)
Loss allowance on 31 March 2025/ 1 April 2025	**140.91**
Charge in statement of profit and loss	167.37
Bad debts written off during the year	(102.20)
Loss allowance on 31 March 2026	**206.08**

C.3 Liquidity risk

Liquidity risk is the risk that the entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The entity's approach to managing liquidity is to ensure as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due.

Management monitors rolling forecasts of the entity's liquidity position and cash and cash equivalents on the basis of expected cash flows. The entity takes into account the liquidity of the market in which the entity operates.

(a) Financing arrangements (un-utilised)

The Company has access to the following undrawn borrowing facilities at the end of the reporting period:

Particulars	As at 31 March 2026	As at 31 March 2025
Working capital facility	608.05	2,419.69
Term loan facility	-	250.00

(b) Maturities of financial liabilities (excluding finance cost obligation for future payments, as applicable):

The tables below analyse the entity's financial liabilities into relevant maturity entitling based on their contractual maturities.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant:

31 March 2026	Less than 1 year	1 - 5 years	More than 5 years	Total
Non-derivatives				
Borrowings	135.52	-	-	135.52
Trade payable	2,014.04	-	-	2,014.04
Lease liabilities	17.33	100.97	338.32	456.62
Other financial liabilities	632.44	126.66	-	759.10
Total	**2,799.33**	**227.63**	**338.32**	**3,365.28**

31 March 2025	Less than 1 year	1 - 5 years	More than 5 years	Total
Non-derivatives				
Borrowings	39.30	-	-	39.30
Trade payable	2,195.55	-	-	2,195.55
Lease liabilities	21.80	76.02	325.75	423.57
Other financial liabilities	684.12	97.84	-	781.96
Total	**2,940.77**	**173.86**	**325.75**	**3,440.38**

46 Taxes

Income tax expense in the statement of profit and loss comprises:

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Current income-tax		
for current year	377.93	492.74
for earlier years	(13.92)	3.90
Deferred tax charge		
for current year	(3.69)	(7.14)
for earlier years	6.93	(21.11)
Tax on other comprehensive income	1.56	(0.24)
Tax expense	**368.81**	**468.15**

(a) Current tax

a) Reconciliation of tax expense applicable to profit before tax at the latest statutory enacted tax rate in India to income tax expense reported is as follows:

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Profit before tax	1,483.65	2,078.37
Income tax using the Company's domestic tax rate *	25.17%	25.17%
Expected tax expense [A]	**373.41**	**523.08**
Tax effect of adjustment to reconcile expected income tax expense to reported income tax expense		
Effect of non-deductible expenses/ income	2.28	(38.71)
Others	0.11	0.99
Tax earlier years	(6.99)	(17.21)
Total adjustments [B]	**(4.60)**	**(54.93)**
Actual tax expense [C=A+B]	**368.81**	**468.15**
*Domestic tax rate applicable to the Company has been computed as follows		
Base tax rate	22%	22%
Surcharge (% of tax)	10%	10%
Cess (% of tax)	4%	4%
Applicable rate of tax	25.17%	25.17%

b) Changes in deferred tax assets and liabilities for the year ended 31 March 2026:-

Particulars	As at 31 March 2025	Recognised in other comprehensive income	Recognised in profit and loss	As at 31 March 2026
Deferred tax liability consists of:				
Temporary differences of book and tax depreciation	(176.62)	-	(58.00)	(234.62)
Right-of-use assets	(105.40)	-	(4.04)	(109.44)
Deferred tax assets consists of:				
Expenses allowable under Income Tax Act,1961 on payment basis	51.23	(1.56)	32.23	81.90
Provision for credit losses on financial assets	49.56	-	18.24	67.79
Lease liability	106.60	-	8.33	114.92
Net deferred tax asset / (liability)	**(74.63)**	**(1.56)**	**(3.24)**	**(79.45)**

Changes in deferred tax assets and liabilities for the year ended 31 March 2025:-

Particulars	As at 31 March 2024	Recognised in other comprehensive income	Recognised in profit and loss	As at 31 March 2025
Deferred tax liability consists of:				
Temporary differences of book and tax depreciation	(195.79)	-	19.17	(176.62)
Right-of-use assets	(93.41)	-	(11.99)	(105.40)
Deferred tax assets consists of:				
Expenses allowable under Income Tax Act,1961 on payment basis	59.56	0.24	(8.57)	51.23
Provision for credit losses on financial assets	20.24	-	29.32	49.56
Lease liability	102.62	-	3.98	106.60
Provision for demand raised by statutory authorities	3.65	-	(3.65)	-
Net deferred tax asset / (liability)	**(103.13)**	**0.24**	**28.26**	**(74.63)**

The amount and expiry date of unused tax losses are as under:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Unabsorbed losses	Expiry date	Unabsorbed losses	Expiry date
Unused tax losses*				
A.Y. 2023-24	9.31	2030-31	9.31	2030-31
	9.31		**9.31**	

**above losses represents long term capital loss of ₹ 9.31 million (31 March 2025: ₹ 9.31 million).*

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

47 Research and development expenditure incurred on DSIR approved units

The Company has its research and development centres (approved by DSIR) located in Haridwar and Mumbai which concentrates on the development of new pharmaceutical formulations. During the year, the Company incurred revenue expenditure of ₹ 318.35 million (31 March 2025: ₹ 235.67 million) which has been charged to the Statement of Profit and Loss. Capital expenditure of ₹ 253.58 million (31 March 2025: ₹ 150.95 million) has been capitalised under Property, plant and equipment. These figures represent costs maintained in separate books of account for the recognised unit.

48 Segment reporting

The Company is primarily engaged in the manufacturing of "pharmaceuticals formulations". Hence as per, chief operating decision maker, the sale of pharmaceuticals formulations has been considered as a single operating segment per Ind AS 108 'Operating Segments' and accordingly disclosures have been limited to single operating segment.

Revenue from one (31 March 2025 - one) customer, accounting for more than 10% of the total revenue, is ₹ 1,766.73 million (31 March 2025: ₹ 1,709.32 million).

49 Capital management

The Company's capital management objectives are to ensure the Company's ability to continue as a going concern and to provide an adequate return to shareholders through continuing growth via expansion.

The Company manages its capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Gearing ratio

Particulars	As at 31 March 2026	As at 31 March 2025
Total debt (including current maturities of non-current debt)	135.52	39.30
Less:		
Cash and cash equivalents	463.84	764.92
Other bank balances	7,245.60	2,796.25
Net debt	**(7,573.92)**	**(3,521.87)**
Total equity	24,275.67	23,052.47
Equity and net debt	**16,701.75**	**19,530.60**
Gearing ratio	**-45.35%**	**-18.03%**

**Equity includes capital and all reserves of the Company that are managed as capital.*

In order to achieve this overall objective, the entity's capital management, amongst other things, aims to ensure that it meets financial covenants and attached to the interest bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. No changes were made in the objectives, policies or processes for managing capital during the years ended 31 March 2026 and 31 March 2025.

50 Ageing of trade receivables and trade payables as per Schedule III

a) Trade receivables ageing

The table below analyse the outstanding trade receivables:

31 March 2026

Particulars		Outstanding for the following periods from due date of payment							
		Unbilled	Not due	Less than 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
(i)	Undisputed trade receivables- considered good	60.61	1,362.33	752.48	-	-	-	-	**2,175.42**
(ii)	Undisputed trade receivables- which have significant increase in credit risk	-	-	11.87	8.13	23.01	1.63	1.69	**46.33**
(iii)	"Disputed trade receivables- which have significant increase in credit risk"	-	-	-	1.07	51.40	15.49	91.79	**159.75**
(iv)	Provision for expected credit loss	-	-	(11.87)	(9.20)	(74.41)	(17.12)	(93.48)	**(206.08)**
		60.61	**1,362.33**	**752.48**	**-**	**-**	**-**	**-**	**2,175.42**

31 March 2025

Particulars		Outstanding for the following periods from due date of payment							
		Unbilled	Not due	Less than 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	Total
(i)	Undisputed trade receivables- considered good	-	1,240.93	649.97	52.34	7.65	0.04	-	**1,950.93**
(ii)	Undisputed trade receivables- which have significant increase in credit risk	-	-	-	-	5.04	17.17	5.15	**27.36**
(iii)	"Disputed trade receivables- which have significant increase in credit risk"	-	-	0.35	1.66	23.16	44.78	154.04	**223.99**
(iv)	Provision for expected credit loss	-	-	(0.09)	(0.42)	(7.05)	(29.70)	(103.65)	**(140.91)**
		-	**1,240.93**	**650.23**	**53.58**	**28.80**	**32.29**	**55.54**	**2,061.37**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

b) Trade payables ageing

The table below analyse the outstanding trade payables:

31 March 2026

Particulars	Outstanding for the following periods from due date of payment					
	Unbilled dues	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	-	287.14	-	-	-	**287.14**
Others	31.09	1,679.49	11.06	4.49	0.77	**1,726.90**
	31.09	**1,966.63**	**11.06**	**4.49**	**0.77**	**2,014.04**

31 March 2025

Particulars	Outstanding for the following periods from due date of payment					
	Unbilled dues	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
MSME	-	225.20	-	-	-	**225.20**
Others	400.75	1,558.17	4.76	5.38	1.29	**1,970.35**
	400.75	**1,783.37**	**4.76**	**5.38**	**1.29**	**2,195.55**

51 Ratio Disclosures

Particulars	Numerator	Denominator	Current year	Previous year	% Variance
Current ratio[1]	Current Assets	Current liability	4.35	2.69	62%
Debt - Equity ratio[1]	Total debt	Shareholders equity	0.6%	0.2%	227%
Debt service coverage ratio[1]	Earnings available for debt service	Debt Service	55.83	0.81	6798%
Return on equity ratio[2]	Net Profits after taxes – Preference Dividend (if any)	Average Shareholder's Equity	5%	13%	-64%
Inventory turnover ratio	Cost of goods sold	Average Inventory	3.83	4.41	-13%
Trade receivables turnover ratio	Net Credit Sales	Average Accounts Receivable	6.37	5.96	7%
Trade payables turnover ratio	Net Credit Purchases	Average Trade Payables	4.91	5.07	-3%
Net capital turnover ratio[3]	Net Sales	Working Capital	1.32	2.50	-47%
Net profit ratio[2]	Net Profit	Net Sales	8%	12%	-33%
Return on capital employed[2]	Earning before interest and taxes	"Capital Employed "	7%	9%	-29%
Return on investment[2]	Profit after tax	Investment	5%	7%	-34%

Reasons for variance:

1. Repayment of term loans and decrease in working capital loans on account of funds raised through Initial Public Offer (IPO) have lead to change in the ratios.
2. On account of fair value changes in the financial instrument (put option liability), there has been a change in the ratios.
3. On account of an increase in operations of the Company, there has been a change in the ratios. With increase in operations, the revenue of the Company has increased, leading to decrease in net capital turnover ratio.

52 Disclosures as required under Section 22 of the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 due to micro enterprises and small enterprises

Particulars	As at 31 March 2026	As at 31 March 2025
The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each accounting year		
- Principal amount due*	310.47	247.13
- Interest amount due	1.29	-
The amount of interest paid by the buyer in terms of section 16, along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year	-	-
The amount of interest due and payable for the period of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under the Act	-	-
The amount of interest accrued and remaining unpaid at the end of each accounting year; and	1.29	-
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23.	-	-

**includes capital creditors of ₹ 23.33 million (31 March 2025: ₹ 21.93 million).*

The information disclosed above are per the information available with the Company.

53 The Company has given loans, made investment and given guarantee for various subsidiary companies. The details of loans, investment made and guarantee outstanding as at year end is given in below mentioned table along with purpose of the loan and guarantee given as required u/s 186(4) of the Companies Act 2013.

a) Long term loan given for general corporate purpose

Name of Entity	Interest rate p.a.	Repayable (on or before)	As at 31 March 2026	As at 31 March 2025
Pure and Cure Healthcare Private Limited	7.25% (April 2025 to June 2025: 8.25% and July 2025 to December 2025: 7.50%) 31 March 2025: 8.25% (April 2024 to November 2024: 8%)	March 2031	345.00	5,315.80
Malik Lifesciences Private Limited		March 2031	1,629.00	1,727.70
Akums Healthcare Limited		March 2031	3,306.80	2,651.30
Upadhrish Reserchem LLP		March 2031	138.90	138.90
Qualymed Pharma Private Limited		May 2028	621.71	544.51
Akums Healthcare UK Limited		December 2030	6.28	-
Total (A)			**6,047.69**	**10,378.21**
Total loans given (A)			**6,047.69**	**10,378.21**

The above loan figures doesn't includes interest receivable from related parties amounting to ₹ 37.10 million (31 March 2025: ₹ 61.18 million)

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

b) Particulars of Investment made- Equity instruments*

	As at 31 March 2026	As at 31 March 2025
Pure and Cure Healthcare Private Limited	479.07	479.07
Unosource Pharma Limited	196.20	196.20
Akumentis Healthcare Limited	170.79	170.79
Maxcure Nutravedics Limited	80.42	80.42
Malik Lifesciences Private Limited	34.85	34.85
Akums Healthcare Limited	1.00	1.00
Nicholas Healthcare Limited	0.50	0.50
Plenteous Pharmaceuticals Limited	0.50	0.50
Sarvagunaushdhi Private Limited	0.10	0.10
Qualymed Pharma Private Limited	0.10	0.10
Akums Healthcare UK Limited	-^^	-^^
Akums Healthcare Malta Private Limited (refer note 5)	0.03	-
Akums Healthcare (Zambia) Private Limited (refer note 5)	-	-
Total (B)	**963.56**	**963.53**

c) Particulars of Investment made- Preference shares

Name of Entity	As at 31 March 2026	As at 31 March 2025
(i) 0.0001% Compulsorily Convertible Cumulative Preference Shares:		
Akumentis Healthcare Limited	424.21	424.21
(ii) 0.01% Optionally Convertible Redeemable Preference Shares:		
Pure and Cure Healthcare Private Limited	2,020.90	2,020.90
Maxcure Nutravedics Limited	250.00	250.00
Total (C)	**2,695.11**	**2,695.11**
Total investments made (B+C)	**3,658.67**	**3,658.64**

**As per requirement of Section 186(4), disclosure is required in regards to body corporates only.*

d) Guarantee given for subsidiary Companies for bank loan availed by them

The corporate guarantee has been given by the Company to its various subsidiaries who have taken sanctioned from respective banks. The guarantee given has been restricted to the amount of loan outstanding which is nil as on the closing date of current year and of the previous year.

54 Lease

(a) The Company recorded the lease liability at the present value of the lease payments discounted at the incremental borrowing rate and the Right-of-Use assets at its carrying amount as if the standard had been applied since the commencement date of the lease, but discounted at the lessee's incremental borrowing rate at the date of initial application.

(b) The weighted average lessee's incremental borrowing rate applied to the lease liabilities was 9% p.a. (31 March 2025: 9% p.a.)

(c) Reassessments and revaluation has been accounted for in the Right-of-use assets for the changes done in the original lease agreements in the current financial year.

(d) The table below describes the nature of the Company's leasing activities by type of right-of-use asset recognised as on 31 March 2026:

As at 31 March 2026:

Right-of-use assets	No of right-of-use assets leased	Range of remaining term(years)	Average remaining lease term (years)
Land	10	9.25-92	56.99
Buildings	5	2-29	10.80

As at 31 March 2025:

Right-of-use assets	No of right-of-use assets leased	Range of remaining term(years)	Average remaining lease term (years)
Land	9	28-77	63.2
Buildings	17	2-5	5

There are no leases entered by the company which have any extension, termination or purchase option and the payment of lease rentals is not based on variable payments which are linked to an index.

(e) Amount recognised in balance sheet and statement of profit and loss:

Particulars	Category of Right-of-use assets		
	Land	Buildings	Total
Balance as at 1 April 2024	**322.47**	**123.77**	**446.24**
Add: Additions during the year	209.44	214.45	423.89
Less: Deletion during the year	-	101.70	101.70
Less: Modifications during the year	28.29	-	28.29
Less: Depreciation charged on the right-of-use assets (refer note 32)	8.91	29.11	38.02
Balance as at 31 March 2025/ 1 April 2025	**494.71**	**207.41**	**702.12**
Add: Additions during the year	23.08	41.45	64.53
Less: Deletion during the year	-	3.28	3.28
Less: Modifications during the year	-	0.80	0.80
Less: Depreciation charged on the right-of-use assets (refer note 32)	14.33	27.42	41.75
Balance as at 31 March 2026	**503.46**	**217.36**	**720.82**

(f) Lease payment not recognised as lease liability

	Year ended 31 March 2026	Year ended 31 March 2025
Expenses relating to short term leases (refer note 30)	6.35	7.08
Total	**6.35**	**7.08**

(g) The total cash outflow for leases for the year ended 31 March 2026 was ₹ 67.73 million. (31 March 2025: ₹ 274.30 million)

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(h) Future minimum lease payments

As at 31 March 2026

Minimum Lease payments due	As at 31 March 2026		
	Lease payment	Finance charges	Net Present Value
Within 1 Year	57.74	40.41	**17.33**
1-5 Year	266.16	165.19	**100.97**
More than 5 Year	645.08	306.76	**338.32**
Total	**968.98**	**512.36**	**456.62**

As at 31 March 2025

Minimum Lease payments due	As at 31 March 2025		
	Lease payment	Finance charges	Net Present Value
Within 1 Year	58.98	37.18	21.80
1-5 Year	208.66	132.64	76.02
More than 5 Year	628.92	303.17	325.75
Total	**896.56**	**472.99**	**423.57**

55 Other information

(a) The Ministry of Corporate Affairs (MCA) has prescribed a new requirement for companies under the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014, inserted by the Companies (Accounts) Amendment Rules 2021 requiring companies, which uses accounting software for maintaining its books of accounts, shall only use such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of account along with the date when such changes were made and ensuring that the audit trail cannot be disabled.

The Company has used accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same was enabled at the application level. During the year ended 31 March 2025, the Company has not enabled the feature of recording audit trail (edit log) at the database level for the said accounting software to log any direct data changes on account of recommendation in the accounting software administration guide which states that enabling the same all the time consume storage space on the disk and can impact database performance significantly.

(b) The Company had completed its Initial Public Offer (IPO) of 27,368,143 equity shares of face value of ₹ 2 each at an issue price of ₹ 679 per share (including share premium of ₹ 677 per share). A discount of ₹ 64 per share was offered to eligible employees biding in the employee reservation portion of 243,826 equity shares. Pursuant to IPO, the equity shares of the Company were listed on National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024. The issue comprised of fresh issue of 10,037,708 equity shares aggregating to ₹ 6,800.00 million and offer for sale of 17,330,435 equity shares by selling shareholders, aggregating to ₹ 11,767.37 million.

IPO related expenses were initially estimated at ₹ 1,116.58 million and were allocated between the Company and the selling shareholders in proportion to their respective shares in the issue. The Company, during the year ended 31 March 2026 had incurred IPO expenses amounted to ₹ 990.61 million as against the initially estimated expenses of ₹ 1,116.58 million as disclosed in the Prospectus, resulting in an excess provision of ₹ 125.98 million. The IPO expenses were initially withheld from the IPO proceeds and were allocated between the Company and the selling shareholders in proportion to their respective shares in the issue. Accordingly, the excess amount of ₹ 125.98 million is being released proportionately to the Company and the selling shareholders. Further, GST input tax credit amounting to ₹ 54.05 million pertaining to the Company's share of the fresh issue, which was included in the aforesaid IPO expenses, has subsequently been availed and utilised during the year. Accordingly, an aggregate amount of ₹ 102.15 million, comprising GST input tax credit of ₹ 54.05 million and excess IPO expenses attributable to the Company of ₹ 48.10 million, has been reversed from Securities Premium, against which such expenses were adjusted in the previous year.

Pursuant to the Board resolution dated 13 February 2026, out of the excess amount attributable to the Company, ₹ 48.10 million has been reallocated towards the objects of the issue, comprising ₹ 23.10 million towards pursuing inorganic growth initiatives through acquisitions and ₹ 25.00 million towards general corporate purposes. The balance amount of ₹ 77.88 million attributable to the selling shareholders is being released to them in proportion to their respective entitlements. Accordingly, the utilisation of the net IPO proceeds, after the aforesaid reallocation, is summarised below:

Objects	Revised net proceeds as per prospectus*	Actual net proceeds*	Utilisation upto 31 March 2026	Unutilised amount as on 31 March 2026
Repayment/prepayment of all or certain borrowings of the Company	1,599.10	1,599.10	1,599.10	-
Repayment/prepayment of all or certain borrowings of the subsidiaries namely, Maxcure Nutravedics Limited and Pure and Cure Healthcare Private Limited	2,270.90	2,270.90	2,270.90	-
Funding incremental working capital requirements of the Company	550.00	550.00	550.00	-
Pursuing inorganic growth initiatives through acquisitions	301.80	301.80	278.70	23.10
General corporate purposes	1,700.00	1,700.00	1,675.00	25.00
Total proceeds	**6,421.80**	**6,421.80**	**6,373.70**	**48.10**

** includes ₹ 48.10 million arising from the reallocation of excess IPO expense provision as explained above, resulting in a corresponding increase in the actual net proceeds available for utilisation.*

(c) During the financial year ended 31 March 2025, from 15 January 2025 to 21 January 2025, the Income Tax Department (""IT Department"") has conducted a search and seizure operation under Section 132 of the Income Tax Act, 1961, at certain offices and manufacturing units of the Company and its subsidiaries, and the residences of selected key managerial personnel of the Company and its subsidiaries.

During the search and seizure proceedings, the Company has fully cooperated, provided the required information and responses to the IT Department. As a part of search and seizure operation, the IT Department has cloned electronic books of accounts, laptops, data backups and seized certain documents, cash and other materials for further investigation. The business and operations of the Company continued without any disruptions, except some minor operational hiccups, and customer commitments were met during this period. Consequent to search, the Company has received notice under Section 158BC of the Income tax Act, 1961, which requires the Company, in consequence of aforesaid search and seizure operations initiated under Section 132, to furnish returns of undisclosed income for the relevant block period from 01 April 2018 to 12 March 2025 in the prescribed form and manner as per rule 12AE of Income-tax Rules, 1962 setting forth such other particulars as may be prescribed by the Income-tax Act, 1961 within 60 days from the date of notice. The Company has assessed that no undisclosed income is required to be reported and accordingly, has filled the said returns during the year.

Subsequently, the Company and its certain subsidiaries have received notices under Section 142(1)/143(2) of the Income Tax Act, 1961 to furnish accounts or documents or information in response thereto for the aforesaid block period for which notices have been issued. The Company has submitted the requisite responses and documents in relation to such notices. Further, subsequent to the year ended 31 March 2026, the Company has received show cause notice (""SCN"") from the IT Department for which responses has also been submitted.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

As of the reporting date, there have been no demands which have been raised on the Company. Based on the foregoing and having regard to the matters of the inquiry during the search and seizure proceedings stated above, while the proceedings are ongoing by the IT Department, the management is of the view that no material adjustments are required to these standalone financial financial statements for the year ended 31 March 2026 in this regard.

(d) During the year, the Company's management identified a case of misappropriation of funds relating to Information Technology ("IT") related assets and services at the Head Office division, arising from actions of employees of subsidiary companies, involving fictitious and inflated procurement transactions through certain vendor entities. Based on an internal investigation, goods and services aggregating to ₹ 4.49 million recorded in the books of the Company could not be substantiated with appropriate supporting evidence. The management of the Company and subsidiary companies have taken appropriate corrective actions, including disciplinary action against the individuals involved, blacklisting and blocking of the concerned vendors, filing of an insurance claim for recovery of the loss and strengthening of internal controls relating to procurement of IT assets and services.

(e) Subsequent to the year ended 31 March 2026, the Board of Directors at its meeting held on 14 May 2026 has recommended a final dividend of ₹ 1 per equity share and special dividend of ₹ 2 per equity share for the year ended 31 March 2026, subject to the approval of shareholders at the ensuing Annual General Meeting.

(f) There are no other subsequent events that occurred after the reporting date which may have an impact on these standalone financial statements.

56 Other statutory information

(a) The Company do not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.

(b) The Company do not have any transactions with the struck off companies.

(c) The Company do not have any charges or satisfaction which are yet to be registered with Registrar of Companies beyond the statutory period.

(d) The Company have not traded or invested in Crypto currency or Virtual Currency during the year.

(e) The Company have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or (ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

(f) The Company have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Company shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or (ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

(g) The Company have not any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income tax Act, 1961)

(h) The Company is not declared wilful defaulter by any bank or financial institution or government or any government authority.

(i) `The Company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.

(j) The Company has not entered into any scheme of arrangement which has an accounting impact on the current or previous financial year.

(k) The Company has complied with the number of layers prescribed under the Companies Act, 2013.

As per our report of even date attached

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sumeet Sood
Chief Financial Officer

Sandeep Jain
Managing Director
DIN: 00323476
Place: Haridwar

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

Independent Auditor's Report

To
the Members of
Akums Drugs and Pharmaceuticals Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

1.` We have audited the accompanying consolidated financial statements of Akums Drugs and Pharmaceuticals Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), as listed in Annexure I, which comprise the Consolidated Balance Sheet as at 31 March 2026, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Cash Flow Statement and the Consolidated Statement of Changes in Equity for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

2. In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the reports of the other auditors on separate financial statements and on the other financial information of the subsidiaries, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ('the Act') in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards ('Ind AS') specified under section 133 of the Act, read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India of the consolidated state of affairs of the Group as at 31 March 2026, and their consolidated profit (including other comprehensive income), consolidated cash flows and the consolidated changes in equity for the year ended on that date.

Basis for Opinion

3. We conducted our audit in accordance with the Standards on Auditing specified under section 143(10) of the Act. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ('ICAI') together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained together with the audit evidence obtained by the other auditors in terms of their reports referred to in paragraph 16 of the Other Matters section below, is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Search and Seizure on the Group

4. We draw attention to note 52(d) to the accompanying consolidated financial statements relating to a search and seizure operation carried out by the Income Tax Department during the financial year ended 31 March 2025 at certain offices and manufacturing units of the Holding Company and its subsidiaries, and the residences of selected key managerial personnel of the Group from 15 January 2025 to 21 January 2025 under Section 132 of the Income Tax Act, 1961('Tax Act'). The Group has complied with notices issued by the income tax authorities from time to time in this regard. Subsequent to the year ended 31 March 2026, the Holding Company and few of its subsidiaries have received show cause notices (SCN) under section 158BC of the Tax Act and is in the process of submitting its response thereto. Pending conclusion of the ongoing search and seizure procedures the impact of this matter on the consolidated financial statements for the year ended 31 March 2026 and the adjustments (if any) required, is presently not ascertainable.

   The above matter has also been reported as an emphasis of matter in the audit reports dated 07 May 2026, 08 May 2026 and 09 May 2026 issued by another firm of chartered accountants on the financial statements of 3 subsidiaries of the Holding Company.

   Our opinion is not modified in respect of this matter.

Key Audit Matter

5. Key audit matters are those matters that, in our professional judgment and based on the consideration of the reports of the other auditors on separate financial statements of the subsidiaries, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

6. We have determined the matter described below to be the key audit matter to be communicated in our report.

Key audit matter	How our audit addressed the key audit matter
(Refer note 1.5 and 42 to the consolidated financial statements for material accounting policy information and revenue-related disclosures respectively): Revenue from the sale of goods is recognized, net of return, when control over goods is transferred to a customer or as soon as the risk and rewards related to the transactions are transferred to the customer, which is when the goods are dispatched from the premises of the Group. Further, revenue from research and development services is recognised over the period of time, as per the terms of the contract, basis the services rendered, and costs incurred by the Group. For performance obligations satisfied over time, revenue is recognized using the percentage of completion computed as per the Input method prescribed under Ind AS 115 'Revenue from Contracts with Customers' ('Ind AS 115'). We have identified recognition of revenue as an area requiring significant auditor attention during the year as revenue is focused as a key performance indicator by the Group and its external stakeholders which could create an incentive for revenue to be recognised before the control is transferred. It has been identified as an area of presumed fraud risk by us as per the requirements of Standards on Auditing.	Our audit procedures with respect to revenue recognition included, but were not limited, to the following: a. Understood the nature of revenue transactions, revenue recognition process and evaluated the appropriateness of the accounting policy adopted by the management in accordance with Ind AS 115; b. Evaluated the design, implementation and tested the operating effectiveness of Group's internal controls around revenue recognition for a sample of transactions; c. Evaluated the integrity of the general information and technology ('IT') control environment and tested the operating effectiveness of key IT application controls. d. On a sample basis, performed substantive procedures for revenue transactions recorded during the year, and transactions recorded during specific period before and after year end through inspection of underlying supporting documents such as customer contracts, purchase orders/ statement of work, proof of dispatch and delivery including regulatory documents used for movement of products as per applicable regulations, invoices, etc to ensure revenue is recorded in the correct period and in accordance with the accounting policy of the Group. e. Performed overall analytical procedures on revenue recognized during the year to identify unusual and/or material variances; f. Tested unusual non-standard journal entries impacting revenue, selected based on risk-based criteria; and g. Evaluated management's identification of performance obligations in long-term product development and supply contracts and assessed the appropriateness of the revenue recognition approach (over time versus point in time), including review of key assumptions used in identifying performance obligation, significant financing component, allocation of transaction price to respective performance obligation, measurement of the progress of work and assess timing of transfer of control, with reference to contractual terms and underlying project documentation. h. Obtained management's estimates for right to return and provision for sale return under contractual arrangements recognised during the year and as at year end. Analysed the historical pattern of sale returns, the inventory information and performed retrospective reviews in order to validate management's assumptions and traced the underlying data to source documents. i. Evaluated the appropriateness and adequacy of the disclosures made in the accompanying consolidated financial statements in respect of revenue recognition in accordance with the applicable accounting standards.

Information other than the Consolidated Financial Statements and Auditor's Report thereon

7. The Holding Company's Board of Directors are responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the consolidated financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

   Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

   In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

   When we read the Annual Report, if we conclude that

there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

8. The accompanying consolidated financial statements have been approved by the Holding Company's Board of Directors. The Holding Company's Board of Directors are responsible for the matters stated in section 134(5) of the Act with respect to the preparation and presentation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated changes in equity and consolidated cash flows of the Group in accordance with the Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015, and other accounting principles generally accepted in India. The Holding Company's Board of Directors are also responsible for ensuring accuracy of records including financial information considered necessary for the preparation of consolidated Ind AS financial statements. Further, in terms of the provisions of the Act the respective Board of Directors of the companies included in the Group, and covered under the Act are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error. These financial statements have been used for the purpose of preparation of the consolidated financial statements by the Board of Directors of the Holding Company, as aforesaid.

9. In preparing the consolidated financial statements, the respective Board of Directors of the companies included in the Group are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

10. Those respective Board of Directors are also responsible for overseeing the financial reporting process of the companies included in the Group.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

11. Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

12. As part of an audit in accordance with Standards on Auditing specified under section 143(10) of the Act we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act we are also responsible for expressing our opinion on whether the Holding Company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- Conclude on the appropriateness of Board of Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material

uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group and its associates and joint ventures to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint ventures to cease to continue as a going concern;

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation; and
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group, to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial statements of such entities included in the consolidated financial statements, of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

13. We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

14. We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

15. From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matter

16. We did not audit the financial statements of 8 subsidiaries (include step down subsidiary), whose financial statements reflects total assets of ₹ 5,220.39 million as at 31 March 2026, total revenues of ₹ 2,221.42 million, and net cash inflows amounting to ₹ 30.50 million for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Holding Company's management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiaries, are based solely on the reports of the other auditors.

Further, of these subsidiaries, 1 subsidiary is located outside India whose financial statements and other financial information have been prepared in accordance with accounting principles generally accepted in their country and which have been audited by other auditor under generally accepted auditing standards applicable in their country and 1 subsidiary, being LLP, whose financial statements and other financial information has been prepared in conformity with the Accounting Standards specified under Section 133 of the Act read with the Companies (Accounting Standards) Rules, 2021 and other accounting principles generally accepted in India ('IGAAP'). The Holding Company's management has converted, the financial statements of such subsidiary located outside India from accounting principles generally accepted in their country and the financial statements of LLP from IGAAP, to accounting principles enunciated under Ind AS specified under Section 133 of the Act and other accounting principles generally accepted in India. We have audited these conversion adjustments made by the Holding Company's management. Our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of such subsidiary located outside India and LLP, is based on the reports of other auditors and the conversion adjustments prepared by the management of the Holding Company and audited by us.

Our opinion above on the consolidated financial statements,

and our report on other legal and regulatory requirements below, are not modified in respect of the above matters with respect to our reliance on the work done by and the reports of the other auditors.

17. The accompanying consolidated financial statements include the financial statements of 2 subsidiaries, which have not been audited, and whose financial information reflects total assets of ₹ 0.03 million as at 31 March 2026, total revenues of ₹ nil and net cash inflows amounting to ₹ 0.03 million for the year ended on that date, as considered in the consolidated financial statements. These financial information have been furnished to us by the Holding Company's management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of the aforesaid subsidiaries, and our report in terms of sub-section (3) of section 143 of the Act in so far as it relates to the aforesaid subsidiaries, is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the management, these financial information is not material to the Group.

Our opinion above on the consolidated financial statements, and our report on other legal and regulatory requirements below, are not modified in respect of the above matter with respect to our reliance on the financial information certified by the management.

Report on Other Legal and Regulatory Requirements

18. As required by section 197(16) of the Act, based on our audit and on the consideration of the reports of the other auditor, referred to in paragraph 16, on separate financial statements of the subsidiaries, we report that the Holding Company and ten subsidiaries incorporated in India whose financial statements have been audited under the Act have paid remuneration to their respective directors during the year in accordance with the provisions of and limits laid down under section 197 read with Schedule V to the Act. Further, we report that one subsidiary incorporated in India whose financial statements have been audited under the Act have not paid or provided for any managerial remuneration during the year. Accordingly, reporting under section 197(16) of the Act is not applicable in respect of such subsidiary.

19. As required by clause (xxi) of paragraph 3 of Companies (Auditor's Report) Order, 2020 ('the Order') issued by the Central Government of India in terms of section 143(11) of the Act based on the consideration of the Order reports issued till date by us and by the respective other auditors as mentioned in paragraph 16 above, of companies included in the consolidated financial statements for the year ended 31 March 2026 and covered under the Act we report that:

A) Following are the qualifications/adverse remarks reported by us and the other auditors in the Order reports of the companies included in the consolidated financial statements for the year ended 31 March 2026 for which such Order reports have been issued till date and made available to us:

S No	Name	CIN	Holding Company / subsidiary	Clause number of the CARO report which is qualified or adverse
1	Akums Drugs and Pharmaceuticals Limited	L24239DL2004PLC125888	Holding Company	Clause xi
2	Pure and Cure Healthcare Private Limited	U24232DL2005PTC266385	Subsidiary	Clause xi
3	Plenteous Pharmaceuticals Limited	U24232DL2008PLC185686	Subsidiary	Clause xi

20. As required by section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditor on separate financial statements and other financial information of the subsidiaries, incorporated in India whose financial statements have been audited under the Act, we report, to the extent applicable, that:

a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our audit of the aforesaid consolidated financial statements;

b) Except for the matters stated in paragraph 20(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our

examination of those books and the reports of the other auditors;

c) The consolidated financial statements dealt with by this report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements;

d) In our opinion, the aforesaid consolidated financial statements comply with Ind AS specified under section 133 of the Act read with the Companies (Indian Accounting Standards) Rules, 2015;

e) The matter described in paragraph 4 of the Emphasis of Matter section, in our opinion, may have an adverse effect on the functioning of the Group;

f) On the basis of the written representations received from the directors of the Holding Company and its subsidiaries and taken on record by the Board of Directors of the Holding Company and its subsidiaries, respectively, and the reports of the statutory auditors of its subsidiaries, covered under the Act, none of the directors of the Holding Company and its subsidiaries are disqualified as on 31 March 2026 from being appointed as a director in terms of section 164(2) of the Act.

g) The qualification relating to the maintenance of accounts and other matters connected therewith with respect to the consolidated financial statements are as stated in paragraph 20(b) above on reporting under section 143(3)(b) of the Act and paragraph 20(i)(vi) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014 (as amended);

h) With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company, and its subsidiaries covered under the Act, and the operating effectiveness of such controls, refer to our separate report in 'Annexure II' wherein we have expressed an unmodified opinion; and

i) With respect to the other matters to be included in the Auditor's Report in accordance with rule 11 of the Companies (Audit and Auditors) Rules, 2014 (as amended), in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditors on separate financial statements and other financial information of the subsidiaries incorporated in India whose financial statements have been audited under the Act:

i. The consolidated financial statements disclose the impact of pending litigations on the consolidated financial position of the Group, as detailed in note 37 to the consolidated financial statements;

ii. The Holding Company and its subsidiaries did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses as at 31 March 2026;

iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Holding Company and its subsidiaries covered under the Act, during the year ended 31 March 2026;

iv. a. The respective managements of the Holding Company and its subsidiaries incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief , as disclosed in note 53(e) to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or securities premium or any other sources or kind of funds) by the Holding Company or its subsidiaries to or in any person(s) or entity(ies), including foreign entities ('the intermediaries'), with the understanding, whether recorded in writing or otherwise, that the intermediary shall, whether, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Holding Company, or any such subsidiaries ('the Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf the Ultimate Beneficiaries;

b. The respective managements of the Holding Company and its subsidiaries incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditors of such subsidiaries respectively that, to the best of their knowledge and belief, as disclosed in the note 53(f) to the accompanying consolidated financial statements, no funds have been received by the Holding Company or its subsidiaries from any person(s) or entity(ies), including foreign entities ('the Funding Parties'), with the understanding, whether recorded in writing or otherwise, that the Holding Company, or any such subsidiaries shall, whether directly or indirectly, lend or invest in other persons or entities identified in any manner

whatsoever by or on behalf of the Funding Party ('Ultimate Beneficiaries') or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries; and

c. Based on such audit procedures performed by us and that performed by the auditors of the subsidiaries, as considered reasonable and appropriate in the circumstances, nothing has come to our or other auditors notice that has caused us or the other auditors to believe that the management representations under sub-clauses (a) and (b) above contain any material misstatement.

v. As stated in note 52(e) to the accompanying consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year ended 31 March 2026 which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with section 123 of the Act to the extent it applies to declaration of dividend.

vi. As stated in note 52(a) to the consolidated financial statements and based on our examination which included test checks and that performed by the respective auditors of the subsidiaries of the Holding Company which are companies incorporated in India and audited under the Act, except for instances mentioned below, the Holding Company and its subsidiaries, in respect of financial year commencing on or after 1 April 2025, have used an accounting software for maintaining their books of account which have a feature of recording audit trail (edit log) facility and the same have been operated throughout the year for all relevant transactions recorded in the software. Further, during the course of our audit we and respective auditors of the above referred subsidiaries did not come across any instance of audit trail feature being tampered with other than the consequential impact of the exception given below. Furthermore, except for the instances mentioned below, the audit trail have been preserved by the Holding Company and its subsidiaries as per the statutory requirements for record retention.

Nature of exception noted	Details of Exception
Instances of accounting software for maintaining books of account for which the feature of recording audit trail (edit log) facility was not operated throughout the year for all relevant transactions recorded in the software	The audit trail feature was not enabled at the database level for accounting software to log any direct data changes, used for maintenance of all accounting records by the Holding Company and its eleven subsidiaries.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Tarun Gupta
Partner
Membership No.: 507892
UDIN: 26507892MLKVMI7971

Place: New Delhi
Date: 14.05.2026

Annexure I

List of subsidiaries included in the Statement

1. Pure and Cure Healthcare Private Limited
2. Malik Lifesciences Private Limited
3. Maxcure Nutravedics Limited
4. Unosource Pharma Limited
5. Akumentis Healthcare Limited
6. Sarvagunaushdhi Private Limited
7. Plenteous Pharmaceuticals Limited
8. Upadhrish Researchem LLP
9. Nicholas Healthcare Limited
10. Akums Healthcare Limited
11. Qualymed Pharma Private Limited
12. Akums Healthcare UK Limited
13. Akums Healthcare Zambia Private Limited (w.e.f. 13 October 2025)
14. Akums Healthcare Malta Private Limited (w.e.f. 20 October 2025)

Step Down Subsidiary

1. Medibox Pharma Private Limited (subsidiary of Maxcure Nutravedics Limited)

Annexure II

to the Independent Auditor's Report of even date to the members of Akums Drugs and Pharmaceuticals Limited on the consolidated financial statements for the year ended 31 March 2026

Independent Auditor's Report on the internal financial controls with reference to consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 ('the Act')

1. In conjunction with our audit of the consolidated financial statements of Akums Drugs and Pharmaceuticals Limited ('the Holding Company') and its subsidiaries (the Holding Company and its subsidiaries together referred to as 'the Group'), as at and for the year ended 31 March 2026, we have audited the internal financial controls with reference to financial statements of the Holding Company, and its subsidiary companies, which are companies covered under the Act, as at that date.

Responsibilities of Management and Those Charged with Governance for Internal Financial Controls

2. The respective Board of Directors of the Holding Company, and its subsidiary companies, which are companies covered under the Act, are responsible for establishing and maintaining internal financial controls based on the internal financials control with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financials Controls over Financials Reporting (the 'Guidance Note') issued by the institute of Chartered Accountant of India ('ICAI'). These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of the Company's business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility for the Audit of the Internal Financial Controls with Reference to Financial Statements

3. Our responsibility is to express an opinion on the internal financial controls with reference to financial statements of the Holding Company, and its subsidiary companies, as aforesaid, based on our audit. We conducted our audit in accordance with the Standards on Auditing issued by the ICAI prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to financial statements, and the Guidance Note issued by the ICAI. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to financial statements were established and maintained and if such controls operated effectively in all material respects.

4. Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements includes obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

5. We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditor in terms of their reports referred to in the Other Matter paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements of the Holding Company and its subsidiary companies as aforesaid.

Meaning of Internal Financial Controls with Reference to Financial Statements

6. A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide

reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

7. Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

8. In our opinion and based on the consideration of the reports of the other auditor on internal financial controls with reference to financial statements of the subsidiary companies, the Holding Company and its subsidiary companies, which are companies covered under the Act, have in all material respects, adequate internal financial controls with reference to financial statements and such controls were operating effectively as at 31 March 2026, based on the internal financial controls with reference to the financial statements criteria established by the Holding Company and respective subsidiary companies considering the essentials components of internal control stated in the Guidance Note issued by the ICAI.

Other Matter

9. We did not audit the internal financial controls with reference to financial statements insofar as it relates to 6 subsidiary companies (include step down subsidiary), which are companies covered under the Act, whose financial statements reflect total assets of ₹ 4,745.71 million and net assets of ₹ (635.70) million as at 31 March 2026, total revenues of ₹ 1,841.47 million and net cash inflow amounting to ₹ 17.99 million for the year ended on that date, as considered in the consolidated financial statements. The internal financial controls with reference to financial statements in so far as it relates to such subsidiary companies have been audited by other auditor whose reports have been furnished to us by the management and our report on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements for the Holding Company and its subsidiary companies, as aforesaid, under Section 143(3)(i) of the Act in so far as it relates to such subsidiary companies is based solely on the reports of the auditor of such companies. Our opinion is not modified in respect of this matter with respect to our reliance on the work done by and on the reports of the other auditor.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm's Registration No.: 001076N/N500013

Tarun Gupta
Partner
Membership No.: 507892
UDIN: 26507892MLKVMI7971

Place: New Delhi
Date: 14.05.2026

CIN: L24239DL2004PLC125888

Consolidated Balance Sheet

as at 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars			Notes	As at 31 March 2026	As at 31 March 2025
	ASSETS				
(1)	**Non-current assets**				
	(a)	Property, plant and equipment	**2a**	12,794.08	12,286.86
	(b)	Right-of-use assets	**50**	1,688.50	1,614.91
	(c)	Capital work-in-progress	**2b**	1,766.64	1,596.17
	(d)	Goodwill	**48**	20.63	20.63
	(e)	Other intangible assets	**3**	54.82	51.31
	(f)	Intangible assets under development	**2c**	7.27	31.72
	(g)	Financial assets			
		(i) Investments	**4**	1.43	1.43
		(ii) Other financial assets	**5**	293.27	335.56
	(h)	Non-current tax assets (net)	**6**	179.51	123.08
	(i)	Deferred tax assets	**18**	1,708.88	2,080.65
	(j)	Other non-current assets	**7**	356.04	246.01
		Total non-current assets		**18,871.07**	**18,388.33**
(2)	**Current assets**				
	(a)	Inventories	**8**	7,557.13	6,809.31
	(b)	Financial assets			
		(i) Trade receivables	**9**	7,965.64	7,702.96
		(ii) Cash and cash equivalents	**10**	3,860.05	1,011.91
		(iii) Bank balances other than (ii) above	**11**	12,945.93	4,752.60
		(iv) Other financial assets	**12**	295.71	481.28
	(d)	Other current assets	**13**	2,974.12	1,988.03
		Total current assets		**35,598.58**	**22,746.09**
		Total assets		**54,469.65**	**41,134.42**
	EQUITY AND LIABILITIES				
	Equity				
	(a)	Equity share capital	**14**	306.21	306.21
	(b)	Other equity	**15**	32,827.27	30,163.93
	Equity attributable to equity holders of the Parent			33,133.48	30,470.14
	(c)	Non-controlling interest's	**34B**	177.73	165.97
		Total equity		**33,311.21**	**30,636.11**
	LIABILITIES				
(1)	**Non-current liabilities**				
	(a)	Financial liabilities			
		(i) Lease liabilities	**50**	768.44	673.27
		(ii) Other financial liabilities	**16**	371.24	342.44
	(b)	Provisions	**17**	486.07	358.97
	(c)	Deferred tax liabilities	**18**	177.06	186.16

Akums

Consolidated Balance Sheet
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated

Particulars		Notes	As at 31 March 2026	As at 31 March 2025
(d)	Other non-current liabilities	**19**	8,408.06	-
	Total non-current liabilities		**10,210.87**	**1,560.84**
(2)	**Current liabilities**			
(a)	Financial liabilities			
	(i) Borrowings	**20**	729.54	136.55
	(ii) Lease liabilities	**50**	76.33	72.30
	(iii) Trade payables	**21**		
	Total outstanding dues to micro and small enterprises; and		879.75	772.03
	Total outstanding dues of creditors other than micro and small enterprises		5,141.83	5,655.82
	(iv) Other financial liabilities	**22**	1,336.48	1,333.27
(b)	Other current liabilities	**23**	2,040.18	391.41
(c)	Provisions	**24**	654.21	572.08
(d)	Current tax liabilities (net)	**25**	89.25	4.01
	Total current liabilities		**10,947.57**	**8,937.47**
	Total equity and liabilities		**54,469.65**	**41,134.42**

Summary of material accounting policies and other explanatory information **1-53**

This is the Consolidated Balance Sheet referred to in our report of even date

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sandeep Jain
Managing Director
DIN: 00323476
Place : Haridwar

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN: L24239DL2004PLC125888

Consolidated Statement of profit and loss

for year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
Revenue from operations	**26**	43,590.17	41,181.58
Other income	**27**	1,287.25	521.22
Total income		**44,877.42**	**41,702.80**
EXPENSES			
Cost of materials consumed		22,986.83	22,536.08
Purchase of stock-in-trade		2,009.97	1,814.73
Change in inventories of finished goods, stock-in-trade and work-in-progress	**28**	138.38	(16.47)
Employee benefits expense	**29**	7,538.24	7,158.21
Finance costs	**30**	940.73	346.00
Depreciation and amortisation expense	**31**	1,545.51	1,534.46
Fair value changes to financial instruments (refer note 15)		-	(38.67)
Other expenses	**32**	5,696.51	5,082.90
Total expenses		**40,856.17**	**38,417.24**
Profit before exceptional items and tax		**4,021.25**	**3,285.56**
Exceptional items	**33**	200.24	(166.97)
Profit before tax		**3,821.01**	**3,452.53**
Tax expense:	**44**		
Current tax			
for current year		905.75	813.67
for earlier years		(7.48)	(16.18)
Deferred tax charge/(reversal)			
for current year		345.52	(794.29)
for earlier years		13.25	11.56
Total tax expense		**1,257.04**	**14.76**
Profit for the year		**2,563.97**	**3,437.77**
Other comprehensive income			
(a) Items that will not be reclassified to profit and loss			
Remeasurements of defined benefit plans		13.16	(13.62)
Income tax relating to above mentioned items		(3.90)	2.67
		9.26	**(10.95)**
(b) Items that will be reclassified to profit and loss			
Exchange differences on translation of foreign operations		(0.03)	-
Other comprehensive income, net of tax		**9.23**	**(10.95)**
Total comprehensive income for the year (comprising of profit for the year and other comprehensive income for the year)		**2,573.20**	**3,426.82**
Total comprehensive income attributable to:			
Owners of the Parent		2,561.44	3,370.73
Non-controlling interests		11.76	56.09

Consolidated Statement of profit and loss
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
Out of total comprehensive income above, profit for the year attributable to:			
Owners of the Parent		2,551.88	3,381.76
Non-controlling interests		12.09	56.01
Out of total comprehensive income above, other comprehensive income attributable to:			
Owners of the Parent		9.56	(11.03)
Non-controlling interests		(0.33)	0.08
Earnings per equity share of ₹ 2 (31 March 2025: ₹ 2) each			
Basic and diluted	**35**	**16.67**	**22.60**

Summary of material accounting policies and other explanatory information **1-53**

This is the Consolidated Statement of profit and loss referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sandeep Jain
Managing Director
DIN: 00323476
Place : Haridwar

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN: L24239DL2004PLC125888

Statement of Changes in equity

for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

a.Equity share capital

Particulars	Amount
As at 1 April 2024	**286.13**
Add: shares issued during the year	28.66
Less: Shares issued during the year to ESOP Trust [refer note 14.1 (a)]	(8.58)
As at 31 March 2025/ 1 April 2025	**306.21**
Add: shares issued during the year	-
As at 31 March 2026	**306.21**

b.Other equity

Particulars	Reserves and surplus				Items of Other comprehensive income	Total other equity attributable to equity holders of the parent	Non-controlling Interests (NCI)	Total
	Capital reserve	Security premium	Retained earnings	Put option reserve	Foreign currency translation reserve			
Balance as at 1 April 2024	**1,029.98**	**1,271.66**	**6,308.45**	**(1,801.24)**	**-**	**6,808.85**	**109.88**	**6,918.73**
Profit for the year	-	-	3,381.76	-	-	3,381.76	56.01	3,437.77
Other comprehensive income for the year, net of tax	-	-	(11.03)	-	-	(11.03)	0.08	(10.95)
On account of reversal of put option liability (refer note 15)	-	3,198.76	8,615.12	1,801.24	-	13,615.12	-	13,615.12
Issue of fresh equity shares at premium	-	9,791.30	-	-	-	9,791.30	-	9,791.30
Adjustment on account of issue of equity shares to Akums Employee Benefits Trust (ESOP Trust) (refer note 1.2)	-	(2,995.77)	-	-	-	(2,995.77)	-	(2,995.77)
Adjustment on account of share issue expenses [refer note 52 (b)]		(426.30)	-	-	-	(426.30)	-	(426.30)
Balance as at 31 March 2025 / 1 April 2025	**1,029.98**	**10,839.65**	**18,294.30**	**-**	**-**	**30,163.93**	**165.97**	**30,329.90**
Profit for the year	-	-	2,551.88	-	-	2,551.88	12.09	2,563.97
Other comprehensive income for the year, net of tax	-	-	9.59	-	(0.03)	9.56	(0.33)	9.23
Adjustment on account of further acquisition (refer note 36 A)	-	-	(0.25)	-	-	(0.25)	-	(0.25)

Akums

Statement of Changes in equity
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated

Particulars	Reserves and surplus				Items of Other comprehensive income	Total other equity attributable to equity holders of the parent	Non-controlling Interests (NCI)	Total
	Capital reserve	Security premium	Retained earnings	Put option reserve	Foreign currency translation reserve			
Reversal of share issue expenses [refer note 52 (b)]	-	102.15	-	-	-	102.15	-	102.15
Balance as at 31 March 2026	**1,029.98**	**10,941.80**	**20,855.52**	**-**	**(0.03)**	**32,827.27**	**177.73**	**33,005.00**

Summary of material accounting policies and other explanatory information

This is the Consolidated Statement of Changes in equity referred to in our report of even date. **1-53**

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sumeet Sood
Chief Financial Officer

Sandeep Jain
Managing Director
DIN: 00323476
Place : Haridwar

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN: L24239DL2004PLC125888

Consolidated Statement of Cash Flow

for the year ended 31 March 2026

(All amounts in ₹ million unless otherwise stated)

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
A. Cash flow from operating activities			
Net profit before tax		**3,821.01**	**3,452.53**
Add/ less: non-cash adjustments			
Depreciation and amortisation expense	31	1,545.51	1,534.46
Bad debts		1.20	2.34
Provision for allowances for expected credit losses		293.01	291.77
Provision on advance to suppliers		12.77	31.00
Liabilities no longer required, written back		(38.06)	(79.54)
Unrealized foreign exchange differences (net)		(15.72)	7.51
Loss on sale of property, plant and equipment (net)		0.55	1.12
Reversal of provision for losses incurred due to flood		-	(88.62)
Finance costs	30	940.73	346.00
Gain on reassessment of right-of-use assets		(0.63)	(38.27)
Fair value changes on financial instrument		-	(38.67)
Employee discount on issue of shares		-	15.60
Income tax refund receivable		-	(19.25)
Interest income		(1,096.77)	(249.86)
Operating profit before working capital changes		**5,463.60**	**5,168.12**
Adjustments for working capital changes			
Increase in inventories		(747.82)	(505.71)
(Increase)/ decrease in trade receivables		(522.57)	342.14
(Increase) in other assets		(782.73)	(493.00)
(Decrease)/ Increase in trade payables		(297.43)	1,152.70
Increase in other financial liabilities		69.49	626.08
Increase in provisions		222.39	41.20
Increase/ (decrease) in other liabilities		9,280.77	(867.23)
Cash flow generated from operations (gross)		**12,685.70**	**5,464.31**
Less: direct taxes paid (net)		(873.68)	(812.35)
Net cash flow generated from operating activities	**(A)**	**11,812.02**	**4,651.96**
B. Cash flow from investing activities			
Purchase of property, plant and equipment & intangible assets (including capital work-in-progress, capital advances and payable towards property, plant and equipment)		(2,305.29)	(2,723.12)
Proceeds from sale of property, plant and equipment		77.48	85.47
(Investment in deposits) having original maturity of more than 3 months, (net)		(7,461.19)	(3,090.64)
Consideration paid to NCI towards further acquisition of interest in subsidiary		(0.25)	-

Consolidated Statement of Cash Flow
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated

Particulars	Notes	Year ended 31 March 2026	Year ended 31 March 2025
Interest received		386.57	249.86
Net cash flow used in investing activities	**(B)**	**(9,302.68)**	**(5,478.43)**
C. Cash flow from financing activities			
Proceeds from issue of shares (net of share issue expenses)		-	6,373.70
Repayments of non-current borrowings		-	(1,238.60)
Proceeds from/ (repayment of) current borrowings (net)		592.99	(3,540.40)
Payment of principal component of lease liabilities		(93.70)	(521.74)
Payment of interest component of lease liabilities		(69.18)	(62.44)
Interest paid		(91.31)	(282.64)
Net cash flow generated from financing activities	**(C)**	**338.80**	**727.88**
Net increase/(decrease) in cash and cash equivalents	**(D= A+B+C)**	**2,848.14**	**(98.59)**
Cash and cash equivalents as at the beginning of the year	E	1,011.91	1,110.50
Cash and cash equivalents as at the end of the year (refer note 10)	**(D+E)**	**3,860.05**	**1,011.91**

Components of cash and cash equivalents are as below:

	As at 31 March 2026	As at 31 March 2025
Balance with banks:		
- in current accounts	534.04	820.05
- in deposit accounts with original maturity of less than three months	3,319.14	186.88
Cash on hand	6.87	4.98
	3,860.05	**1,011.91**

Note 1:The above cash flow statement has been prepared under the 'Indirect method' as set out in Ind AS 7, 'Statement of cash flows'.

Note 2:Disclosures as required in terms of Amendment to Ind AS 7 'Statement of cash flows' related to the change in financial liabilities arising from financing activity is as below:

Reconciliation between the opening and closing balances in the consolidated balance sheet for liabilities arising from financing activities, including both changes arising from cash flow and non-cash changes pursuant to Ind AS 7:

Particulars	Non-current borrowings*	Current borrowings	Lease liabilities	Put option liability	Total
Balance as at 1 April 2024	**1,238.60**	**3,676.95**	**736.70**	**13,653.78**	**19,306.03**
Cash flows					
Proceeds/ (repayments) (net)	(1,238.60)	(3,540.40)	(584.18)	-	(5,363.18)
Non cash changes					
Interest expense on lease liabilities	-	-	62.44	-	62.44
Fair value changes to financial instrument	-	-	-	(38.67)	(38.67)
On account of reversal of put option liability (refer note 15)				(13,615.11)	(13,615.11)
Termination/ modification of leases	-	-	(169.28)	-	(169.28)
New leases	-	-	699.89	-	699.89

Consolidated Statement of Cash Flow
as at 31 March 2026
(All amounts in ₹ million unless otherwise stated

Particulars	Non-current borrowings*	Current borrowings	Lease liabilities	Put option liability	Total
Balance as at 31 March 2025/ 1 April 2025	**-**	**136.55**	**745.57**	**-**	**882.12**
Cash flows					
Proceeds/ (repayments) (net)	-	592.99	(162.88)	-	430.11
Non cash changes					
Interest expense on lease liabilities	-	-	69.18	-	69.18
Termination/ modification of leases	-	-	(2.12)	-	(2.12)
New leases (refer note 50)	-	-	195.02	-	195.02
Balance as at 31 March 2026	**-**	**729.54**	**844.77**	**-**	**1,574.31**

** including current maturities of non current borrowings clubbed under current borrowings (refer note 20).*

Summary of material accounting policies and other explanatory information **1-53**

This is the Consolidated Statement of Cash Flow referred to in our report of even date.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sumeet Sood
Chief Financial Officer

Sandeep Jain
Managing Director
DIN: 00323476
Place : Haridwar

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

CIN: L24239DL2004PLC125888

Summary of material accounting policies and other explanatory information

for the year ended 31 March 2026

1 Group overview and summary of material accounting policies

1.1 Corporate information

Akums Drugs and Pharmaceuticals Limited (the 'Holding Company' or 'Parent Company') is the a public limited Company domiciled in India. Its registered office is 304, Mohan Place, LSC C Block, New Delhi - 110034. The Holding Company was incorporated on 19 April 2004 under the provisions of the erstwhile Companies Act, 1956. During the previous year, the Holding Company completed its Initial Public Offer (IPO) and accordingly the Holding Company's equity shares got listed on National Stock exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024.

The Holding Company, together with its subsidiaries (hereinafter, the 'Group'), is primarily engaged in manufacturing of pharmaceutical products, manufacturing of active pharmaceutical ingredient (API) and sale of domestic branded formulations, international branded formulations and trade generics. Refer note 34A for entities considered in consolidation.

Material accounting policies

1.2 Basis of preparation

These Consolidated Financial Statements of the Group have been prepared in accordance with the Indian Accounting Standards ('Ind AS') and comply with requirements of Ind AS, notified under section 133 of the Companies Act 2013, ("the Act") read together with the Companies (Indian Accounting Standards) Rules, 2015 as amended from time to time, stipulation contained in Schedule III (Revised) and other pronouncements/ provisions of applicable laws.

These Consolidated Financial Statements have been prepared using the significant accounting policies and measurement basis summarised below. These accounting policies have been used consistently throughout all periods presented in these consolidated financial statements.

These Consolidated Financial Statements have been prepared under the historical cost convention and amortised costs basis except for certain financial assets which are measured at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The Group has prepared the consolidated financial statements on accrual and going concern basis .

The Group presents assets and liabilities in the balance sheet based on current/non-current classification. An asset is treated as current if it satisfies any of the following conditions:

(i) Expected to be realised or intended to sold or consumed in normal operating cycle;

(ii) Held primarily for the purpose of trading;

(iii) Expected to be realised within twelve months after the reporting period, or

(iv) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is classified as current if it satisfies any of the following conditions:

(i) It is expected to be settled in normal operating cycle;

(ii) It is held primarily for the purpose of trading;

(iii) It is due to be settled within twelve months after the reporting period; or

(iv) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current. Deferred tax assets and liabilities are classified as non-current assets and liabilities.

The operating cycle is the time between the acquisition of assets for processing and its realisation in cash and cash equivalents. The Group has identified twelve months as its operating cycle.

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest two decimals millions as per the requirement of Schedule III to the act, unless otherwise stated.

The Holding Company has created an Akums Employee Benefits Trust ('ESOP Trust'). The Holding Company uses the trust as a vehicle for distributing shares to employees under the employee stock option schemes. The Holding Company treats the trust as its extension and shares held by trust are treated as treasury shares. Own equity instruments that are held by the trust are recognised at cost and deducted from equity. No gain or loss is recognised in consolidated statement of profit and loss on the purchase, sale, issue, or cancellation of the Holding Company's own equity instruments. Any difference between the carrying amount and the consideration, if reissued, is recognised in other equity.

Standards issued but not yet effective

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as amended from time to time. During the year ended 31 March 2026, MCA has notified following new standards or amendments to the existing standards applicable to the Group:

Amendment to Ind AS 1 – Presentation of Financial Statements (Paragraph 74): This amendment, notified on 13 August 2025, relates to the classification of liabilities when there is a breach of a material covenant of a long-term loan on or before the reporting date. It requires an entity to classify such a liability as current if the liability becomes payable on demand at the reporting date, even if the lender agrees after the reporting period (but before financial statement approval) not to demand payment.

This amendment is effective for annual reporting periods beginning on or after 1 April 2026. The amendments will not have a material impact on the Group consolidated financial statements.

New and amended standard adopted by the Group

The Ministry of Corporate Affairs notified new standards or amendment to existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. The Company applied following amendments for the first-time during the current year which are effective from 1 April 2025:

- Lack of exchangeability - Amendments to Ind AS 21: The amendments to Ind AS 21 The Effects of Changes in Foreign Exchange Rates specify how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.
- Amendments to Ind AS 1 – Classification of Liabilities as Current or Non-current: These amendments clarify that the right to defer settlement of a liability for at least 12 months must have substance and exist at the end of the reporting period. Classification is not impacted by management's expectations regarding settlement.
- Amendments to Ind AS 7 and Ind AS 107 – Supplier Finance Arrangements: These amendments introduced new disclosure requirements to help users assess how supplier finance arrangements affect liabilities, cash flows, and liquidity risk.
- Amendments to Ind AS 12 – International Tax Reform – Pillar Two Model Rules: These amendments provide a temporary exception to the recognition and disclosure of deferred taxes arising from Pillar Two model rules and require specific disclosures regarding exposure to these income taxes.

  The Group has reviewed the new pronouncements and based on its evaluation has determined that these amendments do not have material impact on these consolidated financial statements.

1.3 Basis of consolidation

The consolidated financial statements comprise the financial statements of the Holding Company and its subsidiaries. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee);
- Exposure, or rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns.

Generally, there is a presumption that a majority of voting rights result in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

(a) The contractual arrangement with the other vote holders of the investee;

(b) The rights arising from other contractual arrangements;

(c) The Group's voting rights and potential voting rights; and

(d) The size of the Group's Holding of voting rights relative to the size and dispersion of the Holdings of the other voting rights holders

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Consolidated financial statements are prepared using uniform accounting policies for like transactions and other events in similar circumstances. If a member of the Group uses accounting policies other than those adopted in the consolidated financial statements for like transactions and events in similar circumstances, appropriate adjustments are made to that member's financial statements in preparing the consolidated financial statements to ensure conformity with the Group's accounting policies.

The financial statements of all entities included in the consolidation are drawn up to same reporting date as that of the Parent Company.

The following consolidation procedures are adopted:

Subsidiary:

(a) Combine like items of assets, liabilities, equity, income, expenses and cash flows of the parent with those of its subsidiaries. For this purpose, income and expenses of the subsidiary are based on the amounts of the assets and liabilities recognised in the consolidated financial statements at the acquisition date;

(b) Offset (eliminate) the carrying amount of the parent's investment in each subsidiary and the parent's portion of equity of each subsidiary. Business combinations policy explains how to account for any related goodwill; and

(c) Eliminate in full intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between entities of the Group (profits or losses resulting from intragroup transactions that are recognised in assets, such as inventory and property, plant and equipment, are eliminated in full). Ind AS 12 'Income Taxes' applies to temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions

Non-controlling interest

Non-controlling interests represent that part of the total comprehensive income and net assets of subsidiaries attributable to the interest which is not owned, directly or indirectly, by the Holding Company.

Non-controlling interests in the net assets of consolidated subsidiaries is identified and presented in the consolidated Balance Sheet separately within equity. Non-controlling interests are valued based on the proportion of net assets of the acquired company at the date of acquisition

Non-controlling interests in the net assets of consolidated subsidiaries consists of:

(a) The amount of equity attributable to non-controlling interests at the date on which investment in a subsidiary is made; and

(b) The non-controlling interests share of movements in equity since the date Holding subsidiary relationship came into existence.

Business combinations and goodwill

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred measured at acquisition date fair value and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. acquisition-related costs are expensed as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised

Summary of material accounting policies and other explanatory information
for the year ended 31 March 2026

at their acquisition date fair values. For this purpose, the liabilities assumed include contingent liabilities representing present obligation and they are measured at their acquisition fair values irrespective of the fact that outflow of resources embodying economic benefits is not probable. However, deferred tax assets or liabilities, and the assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 'Income Taxes' and Ind AS 19 'Employee Benefits' respectively. When a liability assumed is recognised at the acquisition date but the related costs are not deducted in determining taxable profits until a later period, a deductible temporary difference arises which results in a deferred tax asset. A deferred tax asset also arises when the fair value of an identifiable asset acquired is less than its tax base.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

If the business combination is achieved in stages, any previously held equity interest is re-measured at its acquisition date fair value and any resulting gain or loss is recognised in profit or loss or OCI, as appropriate

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of Ind AS 109 'Financial Instruments' ("Ind AS 109"), is measured at fair value with changes in fair value recognised in Consolidated Statement of Profit and Loss. If the contingent consideration is not within the scope of Ind AS 109, it is measured in accordance with the appropriate Ind AS. Contingent consideration that is classified as equity is not re-measured at subsequent reporting dates and subsequent its settlement is accounted for within equity."

Goodwill is initially measured at cost, being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests, and any previous interest held, over the net identifiable assets acquired and liabilities assumed. If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the reassessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in OCI and accumulated in equity as capital reserve.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

A cash generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit.

Any impairment loss for goodwill is recognised in the Consolidated Statement of Profit and Loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

Where goodwill has been allocated to a cash generating unit and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash generating unit retained.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which the accounting is incomplete. Those provisional amounts are adjusted through goodwill during the measurement period, or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at

that date. These adjustments are called as measurement period adjustments. The measurement period does not exceed one year from the acquisition date.

Business combinations involving entities that are controlled by the Group are accounted for using the 'pooling of interests' method as follows:

- The assets and liabilities of the combining entities are reflected at their carrying amounts;
- Except for adjustments made to harmonise accounting policies, no adjustments are made to reflect fair values, or recognise any new assets or liabilities;
- The balance of the retained earnings appearing in the financial statements of the transferor is aggregated with the corresponding balance appearing in the financial statements of the transferee or is adjusted against general reserve;
- The identity of the reserves is preserved and the reserves of the transferor become the reserves of the transferee; and
- The difference, if any, between the amounts recorded as share capital issued plus any additional consideration in the form of cash or other assets and the amount of share capital of the transferor is transferred to capital reserve and is presented separately from other capital reserves."

1.4 Fair value measurements

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

a. In the principal market for the asset or liability, or

b. In the absence of a principal market, in the most advantageous market for the asset or liability.
The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial results are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is material to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

Level 2 — Valuation techniques for which the lowest level input that is material to the fair value measurement is directly or indirectly observable.

Level 3 — Valuation techniques for which the lowest level input that is material to the fair value measurement is unobservable."

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is material to the fair value measurement as a whole) at the end of each reporting period or each case.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

1.5 Revenue recognition

The five step model of Ind AS 115 - 'Revenue from Contracts from Customers' is used to determine whether revenue should be recognised at a point in time or over time, and at what amount is as below:

- Step 1: Identify the contract with the customer
- Step 2: Identify the performance obligations in the contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation.

Revenue from the sale of goods is recognised at the point in time when control of the goods is transferred to the customer, which coincides with the dispatch of goods from the Group's premises. This transfer of control also represents the transfer of significant risks and rewards of ownership and the satisfaction of the Group's performance obligations. Revenue is measured at the amount of consideration to which the Group expects to be entitled in exchange for the goods supplied.

Revenue from services, including product development contracts, is recognized over time in accordance with the terms of the contract, based on the stage of completion of the services rendered, as measured by costs incurred relative to total expected costs.

Revenue is measured based on the transaction price, which is the consideration, adjusted for discounts, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes goods and service tax (GST) collected from customers, since GST not received by the Group on its own account. Rather, it is collected tax on value added to the commodity/services by the seller, on behalf of the government and, therefore, these are not economic benefits flowing to the Group. Accordingly, it is excluded from revenue. Revenue from the sale of goods is net of returns.

In certain contracts with customers, the Group receives advance consideration which provides the customer or the Group with a significant benefit of financing the transfer of goods or services.

Accordingly, where the timing of payments agreed with customers provides the customer or the Group with a significant financing benefit, the transaction price is adjusted to reflect the time value of money. The Group uses its incremental borrowing rate, or such rate that reflects the credit characteristics of the party receiving financing, to discount the promised amount of consideration.

The amount of interest recognised is presented as interest expense, and is recognised over the period of financing using the effective interest method.

The Group applies the practical expedient and does not adjust the promised amount of consideration for the effects of a significant financing component if the period between transfer of the promised goods or services to a customer and payment by the customer is one year or less.

The Group accounts for sales returns accrual by recording an allowance for sales returns concurrent with the recognition of revenue at the time of a product sale. This allowance is based on the Group's estimate of expected sales returns. The Group deals in various products and operates in various markets. Accordingly, the estimate of sales returns is determined primarily by the Group's historical experience in the markets in which the Group operates. With respect to established products, the Group considers its historical experience of sales returns, levels of inventory in the distribution channel, estimated shelf life, product discontinuances, price changes of competitive products, and the introduction of competitive new products, to the extent each of these factors impact the Group's business and markets. The Group recognises an asset i.e., Right to recover products from customer (included in other current assets) for the products expected to be returned. The Group initially measures this asset at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods. Along with remeasuring the refund liability at the end of each reporting period, the Group updates the measurement of the asset recorded for any revisions to its expected level of returns, as well as any additional decreases in the value of the returned products.

1.6 Other income

Other income is comprised primarily of interest income, exchange gain/loss on translation of monetary assets and liabilities etc.

Interest

Interest income is recognised as and when due on the time proportion basis by using effective interest method ('EIR'). EIR is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the gross carrying amount of the financial assets. Interest income is included under the head "other income" in the consolidated statement of profit and loss.

1.7 Inventories

Inventories include raw material, stores and spares, finished goods, work in progress, stock-in-trade and packing material.

Inventories are stated at lower of cost or net realisable value. The cost in respect of the various items of inventory is computed as under:

(i) Raw materials and packing materials are valued at lower of cost or net realisable value. However, these items are considered to be realisable at cost if the finished products, in which they will be used, are expected to be

sold at or above cost. The cost includes direct expenses and is determined on the basis of weighted average method.

(ii) Stores and spares - at cost or net realisable value, whichever is less. Cost is computed on weighted average basis.

(iii) Work in progress - at estimated cost. The cost includes the cost of raw materials, packing materials, an appropriate share of fixed and variable production overheads as applicable and other costs incurred in bringing the inventories to their present location and condition.

(iv) Finished goods - at estimated cost or net realisable value, whichever is less. The cost includes the cost of raw materials, packing materials, an appropriate share of fixed and variable production overheads as applicable and other costs incurred in bringing the inventories to their present location and condition.

(v) Stock-in-trade - at cost or net realisable value, whichever is less. Cost includes cost of purchase, other costs incurred in bringing the inventories to their present location and condition and taxes which are not eligible for setoff. Cost is determined on weighted average basis.

Net realisable value is the estimated selling price in the ordinary course of business less any applicable selling expenses. Provision for expired stock and slow moving inventory, if required is made based on management's best estimates of net realisable value of such inventories.

1.8 Property, plant and equipment

Recognition and initial measurement

Property, plant and equipment are stated at their cost of acquisition. The cost comprises the purchase price and any attributable costs of bringing the asset to its working condition for its intended use. Any trade discount and rebates are deducted in arriving at the purchase price. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits attributable to such subsequent cost associated with the item will flow to the Group. All other repair and maintenance costs are recognised in the consolidated statement of profit or loss as incurred.

Subsequent measurement (depreciation and useful lives)

Depreciation on property, plant and equipment is provided on the straight line method. The following useful life of assets has been taken by the Group:

Asset class	Useful lives
Buildings	30 years
Plant and equipments	15 years
Furniture and fittings	10 years
Vehicles	8 to 10 years
Office equipments	5 years
Computers/ servers	3/6 years
Research and development laboratory equipment	10 years
Electrical installations	10 years

Leasehold improvements are amortised over the period of the lease or the useful life of the asset, whichever is lower.

The residual values, useful lives and method of depreciation are reviewed at each financial year end and adjusted prospectively, if appropriate.

Where, during any financial year, any addition has been made to any asset, or where any asset has been sold, discarded, demolished or destroyed, or material components replaced; depreciation on such assets is calculated on a pro rata basis as individual assets with specific useful life from the month of such addition or, as the case may be, up to the month on which such asset has been sold, discarded, demolished or destroyed or replaced.

Advances paid towards the acquisition of property, plant and equipment outstanding at each balance sheet date is classified as capital advances under other non-current assets and the cost of assets not put to use before such date are disclosed under 'capital work-in-progress'.

De-recognition

An item of property, plant and equipment and any significant part initially recognised is de-recognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit and loss when the asset is derecognized.

1.9 Intangible assets

Recognition and initial measurement

Intangible assets (including Brands/ Trademarks) that are acquired are recognised only if it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group and the cost of assets can be

measured reliably. The intangible assets are recorded at cost of acquisition including incidental costs related to acquisition and installation and are carried at cost less accumulated amortisation and impairment losses, if any.

Subsequent measurement (amortisation)

All intangible assets are accounted for using the cost model whereby capitalised costs are amortised on a straight-line basis over their estimated useful lives. The estimated useful life of an identifiable intangible asset is based on a number of factors including the effects of obsolescence, demand, competition, and other economic factors (such as the stability of the industry, and known technological advances), and the level of maintenance expenditures required to obtain the expected future cash flows from the asset.

The cost thereof is amortised over a period of 4-5 years. The amortisation period and the amortisation method for intangible assets are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

Revenue expenditure on research is recognised as expense in the year in which it is incurred and are included with the respective nature of account heads in the consolidated statement of profit and loss.

Capital expenditure on research is shown as addition to property, plant and equipment and depreciation is computed in a manner prescribed for property, plant and equipment.

De-recognition

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit and loss when the asset is derecognised.

1.10 Employee benefits

The Group provides post-employment benefits through various defined contribution and defined benefit plans:

Defined contribution plans:

The Group's contribution to provident fund and employee state insurance fund is considered as defined contribution plan and is charged as an expense as they fall due based on the amount of contribution required to be made and when services are rendered by the employees. The Group has no legal or constructive obligation to pay contribution in addition to its fixed contribution.

Defined benefit plans - unfunded

The Group operates a gratuity plan wherein every employee is entitled to the benefit. Gratuity is payable to all eligible employees (who have completed 5 years or more of service) of the Group on retirement, separation, death or permanent disablement, in terms of the provisions of the Payments of Gratuity Act, 1972.

Gratuity is post-employment benefit and is in the nature of a defined benefit plan. The liability recognised in the consolidated financial information in respect of gratuity is the present value of the defined benefit obligation at the reporting date, together with adjustments for unrecognised actuarial gains or losses and past service costs. The defined benefit obligation is calculated at or near the reporting date by an independent actuary using the projected unit credit method.

Actuarial gains and losses arising from past experience and changes in actuarial assumptions are credited or charged to the consolidated profit and loss under Other Comprehensive Income in the year in which such gains or losses are determined.

Other long-term employee benefits - compensated absences

Liability in respect of compensated absences becoming due or expected to be availed more than one year after the balance sheet date is estimated on the basis of an actuarial valuation performed by an independent actuary using the projected unit credit method.

Actuarial gains and losses arising from past experience and changes in actuarial assumptions are credited or charged to the statement of profit & loss in the year in which such gains or losses are determined.

Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering services (such as, salaries, wages, short-term compensated absences, performance incentives, expected cost of bonus, ex-gratia, etc.) are classified as short-term employee benefits. Expense in respect of short-term employee benefits is recognised on the basis of the amount paid or payable for the period during which services are rendered by the employee.

1.11 Foreign currency transactions and translations

The Group's consolidated financial statements are presented in ₹, which is also the Parent Company's functional currency. Transactions in foreign currencies are initially recorded by the Group's entities at their respective functional currency spot rates at the date the transaction first qualifies for recognition.

Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency spot rates of exchange at the reporting date. Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported using the exchange rate at the date of the transaction.

Exchange differences arising on the settlement of monetary items or on restatement of the Group's monetary items at rates different from those at which they were initially recorded during the year, or reported in previous financial statements, are recognised as income or as expenses in the year in which they arise.

Foreign Operations

The financial statements of foreign operations (none of which has the currency of a hyperinflationary economy) that have a functional currency different from the presentation currency are translated as follows:

(i) Assets and liabilities are translated at the closing rate prevailing on the reporting date;

(ii) Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate;

(iii) Income and expenses are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and

(iv) All resulting exchange differences are recognised in other comprehensive income.

On disposal of a foreign operation, the related cumulative translation differences recognised in equity are re-classified to consolidated statement of profit and loss and are recognised as part of the gain or loss on disposal.

1.12 Taxes

Tax expense is the aggregate amount included in the determination of profit or loss for the period in respect of current and deferred tax.

Current income tax

Current income tax is measured at the amount expected to be paid to the tax authorities in accordance with the Income-tax Act, 1961 and respective local jurisdictions of members of the Group.

Current income tax assets and liabilities are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted, at the reporting date in the countries where the Group operates and generates taxable income. Current income tax relating to items recognised outside profit or loss is recognised outside profit or loss (either in OCI or in equity).

Current tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which they can be used. The existence of unused tax losses is strong evidence that future taxable profit may not be available. Therefore, in case of a history of recent losses, the Group recognises a deferred tax asset only to the extent that it has sufficient taxable temporary differences or there is convincing other evidence that sufficient taxable profit will be available against which such deferred tax asset can be realised.

The Group's ability to recover the deferred tax assets is assessed by the management at the close of each financial year which depends upon the forecasts of the future results and taxable profits that Group expects to earn within the period by which such brought forward losses may be adjusted against the taxable profits as governed by the Income-tax Act, 1961. Deferred tax assets – unrecognised or recognised, are reviewed at each reporting date and are recognised/ reduced to the extent that it is probable/ no longer probable respectively that the related tax benefit will be realised.

Deferred tax is measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the laws that have been enacted or substantively enacted by the reporting date. The

measurement of deferred tax reflects the tax consequences that would follow from the manner in which the Group expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Minimum Alternate Tax ("MAT") credit is recognised as an asset only when and to the extent there is convincing evidence that the relevant members of the Group will pay normal income tax during the specified period. Such asset is reviewed at each reporting period end and the adjusted based on circumstances then prevailing.

Deferred tax are recognised on the unrealized profit/ loss for all the inter-company transactions.

Deferred tax on business combination When a liability assumed is recognized at the acquisition date but the related costs are not deducted in determining taxable profits until a later period, a deductible temporary difference arises which results in a deferred tax asset. a deferred tax asset also arises when the fair value of an identifiable asset acquired is less than its tax base. In both cases, the resulting deferred tax asset affects goodwill.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which material amounts of deferred tax liabilities or assets are expected to be settled or recovered.

1.13 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Group operates in various segments and relevant disclosure requirements as per Ind AS 108 "Operating Segments" have been disclosed by the Group under note no 46.

The board of directors of the Holding Company has been identified as being the chief operating decision maker by the management of the Group.

1.14 Financial instruments

Financial instruments are recognised when the Group becomes a party to the contractual provisions of the instrument and are measured initially at fair value adjusted for transaction costs, except for those carried at fair value through profit or loss which are measured initially at fair value.

If the Group determines that the fair value at initial recognition differs from the transaction price, the Group accounts for that instrument at that date as follows:

- at the measurement basis mentioned above if that fair value is evidenced by a quoted price in an active market for an identical asset or liability (i.e. a Level 1 input) or based on a valuation technique that uses only data from observable markets. The Group recognises the difference between the fair value at initial recognition and the transaction price as a gain or loss.
- in all other cases, at the measurement basis mentioned above, adjusted to defer the difference between the fair value at initial recognition and the transaction price. After initial recognition, the Group recognises that deferred difference as a gain or loss only to the extent that it arises from a change in a factor (including time) that market participants would take into account when pricing the asset or liability.

Subsequent measurement of financial assets and financial liabilities is described below.

Non-derivative financial assets

Classification and subsequent measurement

For the purpose of subsequent measurement, financial assets are classified into the following categories upon initial recognition:

(i) Financial assets at amortised cost – a financial instrument is measured at amortised cost if both the following conditions are met:

- The asset is held within a business model whose objective is to hold assets for collecting contractual cash flows, and
- Contractual terms of the asset give rise on specified dates to cash flows that are solely payments of principal and interest (SPPI) on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest method.

(ii) Financial assets at fair value

Investments in equity instruments – All equity

investments in scope of Ind AS 109 are measured at fair value. Equity instruments which are held for trading are classified as at fair value through profit and loss ('FVTPL"). For all other equity instruments, the Group decides to classify the same either as at fair value through other comprehensive income ("FVOCI") or FVTPL. The Group makes such election on an instrument by instrument basis. The classification is made on initial recognition and is irrevocable.

If the Group decides to classify an equity instrument as at FVOCI, then all fair value changes on the instrument, excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to profit or loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity. Dividends on such investments are recognised in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment.

Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the profit or loss.

De-recognition of financial assets

Financial assets (or where applicable, a part of financial asset or part of a Group of similar financial assets) are derecognized from the Group's balance sheet when the contractual rights to receive the cash flows from the financial asset have expired, or when the financial asset and substantially all the risks and rewards are transferred. The Group also derecognizes the financial asset if it has both transferred the financial asset and the transfer qualifies for derecognition.

Non-derivative financial liabilities

Initial recognition

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held for trading. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in Consolidated Statement of Profit and Loss.

Subsequent measurement

After initial recognition, the financial liabilities are subsequently measured at amortised cost using the effective interest rate ("EIR") method.

Amortised cost is calculated by considering any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The effect of EIR amortisation is included as finance costs in the consolidated statement of profit and loss.

De-recognition of financial liabilities

A financial liability is de-recognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the de-recognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of profit and loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

1.15 Cash and cash equivalents

Cash and cash equivalent in the balance sheet comprise cash at banks and on hand and short-term deposits with an original maturity of three months or less, which are subject to an immaterial risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash and short-term deposits, as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

1.16 Impairment of financial assets

All financial assets except for those at FVTPL are subject to review for impairment at least at each reporting date to identify whether there is any objective evidence that a financial asset or a Group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets.

In accordance with Ind-AS 109, the Group applies expected credit loss ("ECL") model for measurement and recognition of impairment loss for financial assets carried at amortised cost.

ECL is the weighted average of difference between all

contractual cash flows that are due to the Group in accordance with the contract and all the cash flows that the Group expects to receive, discounted at the original effective interest rate, with the respective risks of default occurring as the weights. When estimating the cash flows, the Group is required to consider – a. All contractual terms of the financial assets (including prepayment and extension) over the expected life of the assets. b. Cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

Trade receivables

The Group assesses impairment based on expected credit losses (ECL) model for measurement and recognition of impairment loss, the calculation of which is based on historical data, on the financial assets that are trade receivables or contract revenue receivables and all lease receivables.

The Group writes off trade receivables after it is established beyond doubt that the account is uncollectible. Financial assets that are written-off are still subject to enforcement activity by the Group.

For trade receivables, the Group applies the simplified approach required by Ind AS 109, which requires expected lifetime losses to be recognised from initial recognition of the receivables.

Other financial assets

For recognition of impairment loss on other financial assets and risk exposure, the Group determines whether there has been a material increase in the credit risk since initial recognition. If the credit risk has not increased materially since initial recognition, the Group measures the loss allowance at an amount equal to 12-month expected credit losses, else at an amount equal to the lifetime expected credit losses.

When making this assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial asset. To make that assessment, the Group compares the risk of a default occurring on the financial asset as at the balance sheet date with the risk of a default occurring on the financial asset as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of material increases in credit risk since initial recognition. The Group assumes that the credit risk on a financial asset has not increased materially since initial recognition if the financial asset is determined to have low credit risk at the balance sheet date.

1.17 Impairment of non-financial assets

For impairment assessment purposes, assets are grouped at the lowest levels for which there are largely independent cash inflows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level. Goodwill is allocated to those cash-generating units that are expected to benefit from synergies of a related business combination and represent the lowest level within the Group at which management monitors goodwill.

Cash-generating units to which goodwill and intangible asset that has an indefinite useful life or is not yet available for use has been allocated (determined by the Group's management as equivalent to its operating segments) are tested for impairment at least annually.

At each reporting date, the Group assesses whether there is any indication based on internal/external factors, that an asset may be impaired. If any such indication exists, the Group estimates the recoverable amount of the asset. If such recoverable amount of the asset or the recoverable amount of the cash generating unit to which the asset belongs is less than its carrying amount, the carrying amount is reduced to its recoverable amount and the reduction is treated as an impairment loss and is recognised in the consolidated statement of profit and loss. If, at the reporting date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed which is the higher of fair value less costs of disposal and value-in-use and the asset is reflected at the recoverable amount subject to a maximum of depreciated historical cost. Impairment losses previously recognised are accordingly reversed in the consolidated statement of profit and loss.

To determine value-in-use, management estimates expected future cash flows from each cash-generating unit and determines a suitable discount rate in order to calculate the present value of those cash flows. The data used for impairment testing procedures are directly linked to the Group's latest approved budget, adjusted as necessary to exclude the effects of future re-organisations and asset enhancements. Discount factors are determined individually for each cash-generating unit and reflect current market assessment of the time value of money and asset-specific risk factors.

1.18 Provisions, contingent liabilities and contingent assets

Provisions are recognised only when there is a present

obligation, as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and when a reliable estimate of the amount of obligation can be made at the reporting date. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. If the effect of the time value of money is material, provisions are discounted to reflect its present value using a current pre-tax rate that reflects the current market assessments of the time value of money and the risks specific to the obligation. When provisions are discounted, the increase in the provision due to the passage of time is recognised as a finance cost.

Contingent liability is disclosed for:

- Possible obligations which will be confirmed only by future events not wholly within the control of the Group; or
- Present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Contingent assets are not recognised. However, when inflow of economic benefits is probable, related asset is disclosed.

1.19 Earnings per share

Basic earnings/ (loss) per share are calculated by dividing the net profit or loss for the year attributable to equity shareholders by the weighted average number of equity shares outstanding during the year. The weighted average number of equity shares outstanding during the year is adjusted for events, other than conversion of potential equity shares, that have changed the number of equity shares outstanding without a corresponding change in resources.\

For the purpose of calculating diluted earnings/ (loss) per share, the net profit or loss for the period attributable to equity shareholders and the weighted average number of shares outstanding during the period are adjusted for the effects of all dilutive potential equity shares.

1.20 Cash flow statement

Cash flows are reported using the indirect method, whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated. Cash and Cash Equivalents for the purposes of cash flow statement comprise cash at bank and on hand and bank deposit with banks where original maturity is three months or less.

1.21 Leases

The Group as a lessee

The Group's lease asset classes primarily consist of leases for land and buildings. The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether: (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Group has the right to direct the use of the asset.

At the date of commencement of the lease, the Group recognizes a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Group recognizes the lease payments as an operating expense on a straight-line basis over the term of the lease.

Certain lease arrangements includes the options to extend or terminate the lease before the end of the lease term. ROU assets and lease liabilities includes these options when it is reasonably certain that they will be exercised.

The right-of-use assets are initially recognized at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated amortisation and impairment losses.

Right-of-use assets are amortised from the commencement date on a straight-line basis over the shorter of the lease term and useful life of the underlying asset. Right of use assets are evaluated for recoverability whenever events or changes in circumstances indicate that their carrying amounts may not be recoverable.

The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the incremental borrowing rates. Lease liabilities are remeasured with a corresponding

adjustment to the related right of use asset if the Group changes its assessment as to whether it will exercise an extension or a termination option.

Lease liability and ROU asset have been separately presented in the consolidated Balance Sheet and lease payments have been classified as financing cash flows.

1.22 Material accounting judgments, estimates and assumptions

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Estimates and assumptions are continuously evaluated and are based on management's experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected .

In particular, the Group has identified the following areas where material judgements, estimates and assumptions are required. Further information on each of these areas and how they impact the various accounting policies are described below and also in the relevant notes to the consolidated financial statements. Changes in estimates are accounted for prospectively.

(i) Judgements

Judgements In the process of applying the Group's accounting policies, management has made the following judgements, which have the most material effect on the amounts recognised in the consolidated financial statements:

(a) **Contingencies**

Contingent liabilities may arise from the ordinary course of business in relation to claims against the Group, including legal, contractor, land access and other claims. By their nature, contingencies will be resolved only when one or more uncertain future events occur or fail to occur. The assessment of the existence, and potential quantum, of contingencies inherently involves the exercise of material judgments and the use of estimates regarding the outcome of future events.

b) **Recognition of deferred tax assets**

The extent to which deferred tax assets can be recognised is based on an assessment of the probability of the future taxable income against which the deferred tax assets can be utilised.

(ii) Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a material risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group bases its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market change or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

(a) **Useful lives of property, plant and equipment/ intangible assets:** The Group reviews its estimate of the useful lives of tangible/intangible assets at each reporting date, based on the expected utility of the assets.

(b) **Employee benefits:** The cost of the employee benefit and other post-employment benefits and the present value of such obligation are determined using actuarial valuations. an actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases, mortality rates and future pension increases. In view of the complexities involved in the valuation and its long-term nature, employee benefit is highly sensitive to changes in these assumptions. all assumptions are reviewed at each reporting date.

(c) **Inventories:** The Group estimates the net realisable values of inventories, taking into account the most reliable evidence available at each reporting date. The future realisation of these inventories may be affected by future technology or other market-driven changes that may reduce future selling prices.

(d) **Fair value measurement of financial instruments:** When the fair values of financial

assets recorded in the statement of assets cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the DCF model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported assumptions about these factors which could affect the reported fair value of financial instruments.

1.23 Operating expenses

Operating expenses are recognised in the consolidated statement of profit or loss upon utilisation of the service or as incurred.

1.24 Share issue expenses

Share issue expenses are adjusted against the Securities Premium Account as permissible under Section 52 of the Companies Act, 2013, to the extent any balance is available for utilisation in the Securities Premium Account. Share issue expenses in excess of the balance in the Securities Premium Account is expensed in the Consolidated Statement of Profit and Loss.

2a. Property, plant and equipment (PPE)

Particulars	Freehold land	Buildings	Plant and equipments	Furniture and fittings	Vehicles	Office equipments	Computers/ Servers	Research and development equipments	Electrical installations	Total
Gross carrying value										
As at 1 April 2024	**416.93**	**4,451.23**	**8,932.27**	**519.96**	**122.53**	**272.14**	**351.67**	**1,330.91**	**721.12**	**17,118.76**
Additions during the year	-	528.19	2,112.61	75.75	4.09	33.34	45.66	142.23	118.55	3,060.42
Disposals/ adjustments (refer note iii below)	-	68.39	(77.78)	(5.32)	(6.64)	(4.71)	(5.00)	(13.13)	(11.19)	(55.38)
Balance as at 31 March 2025/ 1 April 2025	**416.93**	**5,047.81**	**10,967.10**	**590.39**	**119.98**	**300.77**	**392.33**	**1,460.01**	**828.48**	**20,123.80**
Additions during the year	-	504.84	1,104.39	51.99	10.22	24.41	49.99	148.20	95.67	1,989.71
Disposals/ adjustments	-	3.67	(8.92)	(17.58)	(9.44)	(7.99)	(7.40)	(57.55)	(36.13)	(141.34)
Balance as at 31 March 2026	**416.93**	**5,556.32**	**12,062.57**	**624.80**	**120.76**	**317.19**	**434.92**	**1,550.66**	**888.02**	**21,972.17**
Accumulated depreciation										
As at 1 April 2024	**-**	**1,000.81**	**3,646.12**	**244.76**	**54.24**	**185.22**	**211.43**	**678.54**	**448.58**	**6,469.70**
Charge for the year	-	165.07	911.77	48.45	12.39	30.42	52.80	103.25	57.92	1,382.07
Disposals/ adjustments (refer note iii below)	-	23.65	(15.47)	(0.92)	(4.81)	(1.40)	(3.89)	(4.35)	(7.64)	(14.83)
Balance as at 31 March 2025 / 1 April 2025	**-**	**1,189.53**	**4,542.42**	**292.29**	**61.82**	**214.24**	**260.34**	**777.44**	**498.86**	**7,836.94**
Charge for the year	-	191.52	907.43	47.96	12.90	32.88	49.13	104.93	57.71	1,404.46
Disposals/ adjustments	-	-	(16.49)	(6.45)	(6.61)	(5.99)	(6.47)	(21.18)	(0.12)	(63.31)
Balance as at 31 March 2026	**-**	**1,381.05**	**5,433.36**	**333.80**	**68.11**	**241.13**	**303.00**	**861.19**	**556.45**	**9,178.09**
Net Block										
As at 31 March 2026	**416.93**	**4,175.27**	**6,629.21**	**291.00**	**52.65**	**76.06**	**131.92**	**689.47**	**331.57**	**12,794.08**
As at 31 March 2025	**416.93**	**3,858.28**	**6,424.68**	**298.10**	**58.16**	**86.53**	**131.99**	**682.57**	**329.62**	**12,286.86**

Notes:

(i) Refer note 40 for details of assets pledged as security by the group.

(ii) Refer note 38 for disclosures of contractual commitments for the acquisition of property, plant and equipment.

(iii) Includes adjustments on account of losses incurred due to floods (refer note 33 (c)).

2b. Capital work-in-progress (CWIP)

Particulars	Amount
As at 1 April 2024	**1,951.33**
Add: Additions during the year	1,453.89
Less: Capitalised during the year	(1,809.05)
As at 31 March 2025 / 1 April 2025	**1,596.17**
Add: Additions during the year	641.58
Less: Capitalised during the year	(471.11)
As at 31 March 2026	**1,766.64**

Ageing of capital work-in-progress as at 31 March 2026 and 31 March 2025 is as below:

31 March 2026

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Plant and equipments	593.59	319.84	90.93	12.15	1,016.51
Buildings	150.08	166.50	256.65	176.90	750.13
	743.67	**486.34**	**347.58**	**189.05**	**1,766.64**

31 March 2025

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Plant and equipments	449.19	89.67	19.06	23.73	581.65
Buildings	490.18	316.26	174.84	33.24	1,014.52
	939.37	**405.93**	**193.90**	**56.97**	**1,596.17**

Notes :

(i) There are no such project under capital work-in-progress whose completion is overdue or has exceeded its cost compared to its original plan as of 31 March 2026 and 31 March 2025.

(ii) Refer note 40 for details of assets pledged as security by the Group.

2c. Intangible assets under development

Particulars	Amount
As at 1 April 2024	**2.81**
Add: Additions during the year	31.60
Less: Capitalised during the year	(2.69)
As at 31 March 2025 / 1 April 2025	**31.72**
Add: Additions during the year	5.80
Less: Capitalised/ adjusted during the year	(30.25)
As at 31 March 2026	**7.27**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Ageing of intangible assets under development as on :

31 March 2026

Particulars	Amount in intangible assets under development for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Softwares	7.16	0.11	-	-	7.27
	7.16	**0.11**	**-**	**-**	**7.27**

31 March 2025

Particulars	Amount in intangible assets under development for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Softwares	31.61	0.11	-	-	31.72
	31.61	**0.11**	**-**	**-**	**31.72**

There are no such project under intangible assets under development whose completion is overdue or has exceeded its cost compared to its original plan as of 31 March 2026 and 31 March 2025.

3. Other Intangible assets

Particulars	Softwares	Brands /Trademarks	Total
Gross carrying value			
Balance as at 1 April 2024	**275.60**	**113.45**	**389.05**
Additions during the year	11.19	0.58	11.77
Disposal during the year	-	-	-
Balance as at 31 March 2025 / 1 April 2025	**286.79**	**114.03**	**400.82**
Additions during the year	24.61	-	24.61
Disposal during the year	(7.24)	-	(7.24)
Balance as at 31 March 2026	**304.16**	**114.03**	**418.19**
Accumulated amortisation			
Balance as at 1 April 2024	**210.97**	**112.04**	**323.01**
Charge for the year	25.16	1.34	26.50
On disposal during the year	-	-	-
Balance as at 31 March 2025 / 1 April 2025	**236.13**	**113.38**	**349.51**
Charge for the year	21.00	0.10	21.10
On disposal during the year	(7.24)	-	(7.24)
Balance as at 31 March 2026	**249.89**	**113.48**	**363.37**
Net carrying value			
As at 31 March 2026	**54.27**	**0.55**	**54.82**
As at 31 March 2025	**50.66**	**0.65**	**51.31**

4. Investments

Particulars	As at 31 March 2026	As at 31 March 2025
Investment in equity instruments		
Non-trade, unquoted (measured at fair value through profit and loss)		
18,750 (31 March 2025: 18,750) equity shares of Nimbua Greenfield (Punjab) Ltd of ₹ 10 (31 March 2025: ₹ 10) each fully paid up	0.19	0.19
55,000 (31 March 2025: 55,000) equity shares of Mohali Green Environment Private Ltd of ₹ 10 (31 March 2025: ₹ 10) each fully paid up	1.24	1.24
	1.43	**1.43**
Aggregate amount of unquoted investments	1.43	1.43
Aggregate provision for impairment in value of investments	-	-

5. Other financial assets

Particulars	As at 31 March 2026	As at 31 March 2025
Non-current (at amortised cost)		
Security deposits	281.96	301.14
Deposits with remaining maturity of more than 12 months*	10.99	32.93
Other financial assets	0.32	1.49
	293.27	**335.56**

**pledged with government authorities and others.*

6. Non-current tax assets

Particulars	As at 31 March 2026	As at 31 March 2025
Advance income tax (net of provision)	179.51	123.08
	179.51	**123.08**

7. Other non-current assets

Particulars	As at 31 March 2026	As at 31 March 2025
Unsecured, considered good		
Capital advances	246.02	138.55
Advances other than capital advance:		
Prepaid expenses	55.89	52.37
Tax deposited with sales tax department	51.31	51.31
Other receivable	2.82	3.78
Unsecured, considered doubtful		
Capital advances	66.31	56.00
Less: Provision for doubtful advances	(66.31)	(56.00)
	356.04	**246.01**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

8. Inventories

(refer note 1.7 on inventories)

Particulars	As at 31 March 2026	As at 31 March 2025
Raw materials		
on hand	3,942.09	3,383.70
in transit	137.71	102.72
Packing materials		
on hand	1,074.22	840.03
in transit	18.23	15.16
Work-in-progress	870.98	748.92
Finished goods	1,072.54	1,273.45
Stock-in-trade		
on hand	170.77	226.34
Stores and spares		
on hand	210.91	151.38
in transit	6.89	10.86
Right to recover products from customers	52.79	56.75
	7,557.13	**6,809.31**

Refer note 40 for information on inventories pledged as security by the Group.

9. Trade receivables

Particulars	As at 31 March 2026	As at 31 March 2025
Trade receivables considered good - unsecured	7,965.63	7,551.43
Trade receivables - significant increase in credit risk	634.52	644.00
	8,600.15	**8,195.43**
Less: Allowance for expected credit losses	(634.51)	(492.47)
	7,965.64	**7,702.96**
9.1 Dues from related party (refer note 41)	0.34	0.70

9.2 Refer note 40 for information on trade receivables pledged as security by the Group.

9.3 Refer note 51 (A) for the ageing of the trade receivables

9.4 There are no debts due by Directors or other Officers of the Holding Company or any of them either severally or jointly with any other person or debts due by firms or private companies respectively in which any Director is a Partner or a Director or a Member except as disclosed in note 41.

9.5 The credit period given to the customers ranges from 30 to 240 days.

9.6 The carrying amount of trade receivable does not include receivables of ₹ 1,176.15 million (31 March 2025: ₹ 1,664.63 million) which are subject to a factoring arrangement. Under this arrangement, the Group has transferred the relevant receivables to the factor in exchange for cash on non recourse basis. The Group, therefore, has derecognised the said receivables under the said arrangement. As of year end, the Group has received ₹ 343.07 million (31 March 2025: ₹ 593.38 million) in respect of these receivables, since the amount has not yet been transferred to the factor, it has been presented under 'Other Financial Liabilities'.

9.7 The net carrying value of the trade receivables is considered a reasonable approximation of fair value

10. Cash and cash equivalents

Particulars	As at 31 March 2026	As at 31 March 2025
Balance with banks:		
- in current accounts**	534.04	820.05
- in deposit accounts with original maturity of less than three months	3,319.14	186.88
Cash on hand*	6.87	4.98
	3,860.05	**1,011.91**

Refer note 40 for information on cash and cash equivalents pledged as security by the Group.

**include cash amounting to ₹ 1.07 million which has been seized by the Income Tax Department ("IT Department") during search proceedings conducted from 15 January 2025 to 21 January 2025. The Group believes that the seized cash pertains to legitimate business activities and is fully recoverable. [Refer note 52(d)]*

***includes an aggregate amount of ₹ 125.98 million (₹ 77.88 million attributable to the selling shareholders and ₹ 48.10 million attributable to the Holding Company), which was lying in the public offer account as at the reporting date. Subsequent to the year end, ₹ 61.69 million out of the aforementioned amount has been released from the public offer account to the selling shareholders and the Holding Company in proportion to their respective entitlements. [Refer note 52(b)]*

11. Other bank balances

Particulars	As at 31 March 2026	As at 31 March 2025
Deposits having original maturity of more than three months but remaining maturity of less than twelve months*	12,945.93	4,752.60
	12,945.93	**4,752.60**

Refer note 40 for information on other bank balances pledged as security by the Group.

** includes ₹ nil (31 March 2025: ₹ 81.40 million) out of the IPO proceeds, which has been specifically earmarked towards pursuing inorganic growth initiatives through acquisitions. [Refer note 52(b)]*

12. Other financial assets (current)

At amortised cost

(Unsecured, considered good)

Particulars	As at 31 March 2026	As at 31 March 2025
Balances with statutory and government authorities	291.16	348.81
Insurance claim receivable [refer note 33 (c)]	-	77.51
Others	4.55	54.96
(Unsecured, considered doubtful)		
Insurance claim receivable [refer note 33 (c)]	63.73	63.73
Less : Provision for insurance claim receivable	(63.73)	(63.73)
	295.71	**481.28**

Refer note 40 for information on other financial assets (current) pledged as security by the Group.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

13. Other current assets

(Unsecured, considered good)

Particulars	As at 31 March 2026	As at 31 March 2025
Advance to suppliers and others	476.43	304.91
Prepaid expenses	188.44	164.55
Balances with statutory and government authorities	2,267.02	1,496.16
Others*	42.23	22.41
(Unsecured, considered doubtful)		
Advance to suppliers and others	4.86	2.23
Less : Provision for doubtful advances	(4.86)	(2.23)
	2,974.12	**1,988.03**

**Includes CSR asset of ₹ 3.21 million (31 March 2025 : ₹ 10.77 million).*

14. Equity share capital

Particulars	As at 31 March 2026	As at 31 March 2025
Authorised		
20,00,00,000 (31 March 2025: 20,00,00,000) equity shares of ₹ 2 (31 March 2025: ₹ 2) each	400.00	400.00
Issued, Subscribed & Fully Paid up		
15,73,93,988 (31 March 2025: 15,73,93,988) equity shares of ₹ 2 (31 March 2025: ₹ 2) each	314.79	314.79
Less: 42,91,930 (31 March 2025: 42,91,930) Equity shares of face value of ₹ 2 (31 March 2025: ₹ 2) each held by Akums Employee Benefits Trust (ESOP Trust) (refer note 14.6)	(8.58)	(8.58)
	306.21	**306.21**

14.1 Reconciliation of equity shares outstanding at the beginning and at the end of the reporting year

Particulars	As at 31 March 2026		As at 31 March 2025	
	No. of shares	₹	No. of shares	₹
At the beginning of the year	15,31,02,058	306.21	14,30,64,350	286.13
Add: shares issued during the year [refer note (a) below]	-	-	1,43,29,638	28.66
Less: Shares issued during the period to ESOP Trust [refer note (a) below]	-	-	(42,91,930)	(8.58)
At the end of the year	**15,31,02,058**	**306.21**	**15,31,02,058**	**306.21**

(a) The Holding Company had completed its Initial Public Offer (IPO) of 27,368,143 equity shares of face value of ₹ 2 each at an issue price of ₹ 679 per share (including share premium of ₹ 677 per share) and as a result the equity shares of the Holding Company were listed on National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024. The issue comprised of fresh issue of 10,037,708 equity shares aggregating to ₹ 6,800.00 million and offer for sale of 17,330,435 equity shares by selling shareholders,

aggregating to ₹ 11,767.37 million. [Refer note 52 (b)]. In addition to this, the Holding Company had allotted 42,91,930 equity shares of face value of ₹ 2 each at an issue price of ₹ 700 per share (including share premium of ₹ 698 per share) to the ESOP Trust. Since this ESOP Trust has been considered as an extension of the Holding Company, hence, the shares issued to them have been netted off from the equity shares outstanding at the end of the year and securities premium thereon have been reduced from security premium account of the Holding Company. (refer note 14.6 and 1.2)

14.2 Terms/rights attached to equity shares

The Holding Company has only one class of equity shares having face value of ₹ 2 per share. Each equity shareholder is entitled to one vote per share.

In the event of winding up of the Group, the equity shareholders will be entitled to be repaid remaining assets of the Group, after distribution of all preferential amounts, in the ratio of the amount of capital paid on such equity shares.

14.3 Details of shareholders Holding more than 5% shares in the Holding Company*

Name of shareholder	As at 31 March 2026		As at 31 March 2025	
	No. of shares	% Holding	No. of shares	% Holding
Akums Master Trust#	6,42,00,000	40.79%	6,42,00,000	40.79%
Sanjeev Jain#	2,70,80,940	17.21%	2,70,80,940	17.21%
Sandeep Jain#	2,71,16,690	17.23%	2,71,16,690	17.23%

promoters of the Holding Company.

**As per records of the Holding Company, including its register of shareholders/ members and other declarations received from shareholders regarding beneficial interest, the above shareholding represents both legal and beneficial ownerships of shares.*

14.4 Details of shares held by promoters of the Holding Company

Name of shareholder	As at 31 March 2026		As at 31 March 2025		% change
	No. of shares	% Holding	No. of shares	% Holding	
Akums Master Trust	6,42,00,000	40.79%	6,42,00,000	40.79%	-
Sanjeev Jain	2,70,80,940	17.21%	2,70,80,940	17.21%	-
Sandeep Jain	2,71,16,690	17.23%	2,71,16,690	17.23%	-

Name of shareholder	As at 31 March 2025		As at 31 March 2024		% change
	No. of shares	% Holding	No. of shares	% Holding	
Akums Master Trust	6,42,00,000	40.79%	-	-	40.79%
Sanjeev Jain	2,70,80,940	17.21%	6,06,92,940	42.42%	(25.22%)
Sandeep Jain	2,71,16,690	17.23%	6,07,28,690	42.45%	(25.22%)

14.5 No shares, except below have been issued as bonus shares or issued for consideration other than cash or bought back during the period of five years immediately preceding the reporting date.

Particulars	No of shares
Shares issued as bonus shares in 2022-2023	7,15,32,175
Shares issued as bonus shares in 2021-2022	6,50,29,250
Additional shares issued on account of share split in 2021-2022	52,02,340

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
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14.6 The Holding Company vide board resolution dated 16 March 2022 and shareholder resolution dated 31 March 2022 approved the Employee Stock Option Scheme 2022 ('ESOP Scheme 2022') and authorised to create, grant, offer, issue and allot 10,72,983 employee stock options under Employee Stock Option Scheme 2022, for the benefit of employees and directors of the Holding Company as decided by the board. The number of shares post bonus issue done in the year ended 31 March 2023, resulted in increase of Employee Stock Options from 10,72,983 options to 21,45,966 options which in the previous year were further raised to 42,91,930 options. The Holding Company vide board resolution dated 25 August 2023 decided to implement the ESOP Scheme 2022 through trust, pursuant to which the Holding Company has registered Akums Employee Benefits Trust (ESOP Trust). On 31 May 2024, the Holding Company had allotted 42,91,930 equity Shares to ESOP Trust to be given to the eligible employees as and when decided by the board pursuant to the ESOP Scheme 2022.

15. Other equity

Particulars	As at 31 March 2026	As at 31 March 2025
(a) Capital reserve		
Balance as at the beginning/ end of the year	1,029.98	1,029.98
(b) Securities premium		
Balance as at the beginning of the year	**10,839.65**	**1,271.66**
Add: On account of issue of fresh equity shares at premium	-	9,791.30
Add: On account of reversal of put option liability (refer note 4 below)	-	3,198.76
Less: On account of issue of equity shares to Akums Employee Benefits Trust (ESOP Trust) [refer note 14.1(a)]	-	(2,995.77)
Less: Share issue expenses [refer note 52 (b)]	-	(426.30)
Add: Reversal of share issue expenses [refer note 52 (b)]	102.15	
Balance as at the end of the year	**10,941.80**	**10,839.65**
(c) Retained earnings		
Balance as at the beginning of the year	**18,294.30**	**6,308.45**
Add: profit for the year	2,551.88	3,381.76
Add: other comprehensive income, net of tax	9.59	(11.03)
Add: adjustment on account of further acquisition (refer note 36 A)	(0.25)	-
Add: On account of reversal of put option liability (refer note 4 below)	-	8,615.12
Balance as at the end of the year	**20,855.52**	**18,294.30**
(d) Put option reserve		
Balance as at the beginning of the year	**-**	**(1,801.24)**
Add: On account of reversal of put option liability (refer note 4 below)	-	1,801.24
Balance as at the end of the year	**-**	**-**
(e) Foreign currency translation reserve		
Balance as at the beginning of the year	**-**	**-**
Add: other comprehensive income, net of tax	(0.03)	-
Balance as at the end of the year	**(0.03)**	**-**
	32,827.27	**30,163.93**

Nature of reserves

The description of nature and purpose of each of the above reserve within equity is as under:

1. Capital reserve

The excess of fair value of net assets acquired over consideration paid in a business combination is recognised as capital reserve on consolidation. The reserve is not available for distribution.

2. Securities premium

Securities premium is used to record the premium on issue of shares. The reserve can be utilised only for limited purposes such as issuance of bonus shares and share issue expenses in accordance with the provisions of the Companies Act, 2013.

3. Retained earnings

Retained earnings are the profits that the Group has earned till date and not distributed. Retained earnings is a free reserve available to the Group.

4. Put option reserve

On 3 October 2019, the Holding Company executed a shareholders' agreement ("the Agreement") with its existing shareholders (Mr. Sandeep Jain and Mr. Sanjeev Jain) and Ruby QC Investments Pte. Limited ("the Investor") wherein 125,585 fully paid equity shares were issued by the Holding Company and 70,642 equity shares were transferred by the said shareholders directly to the Investor for a total consideration of ₹ 5,000.00 million giving the Investors 15.09% stake in the Holding Company.

During the year ended 31 March 2025, the investor had irrevocably waived its put option rights in accordance with the waiver cum amendment agreement dated 9 February 2024. Consequently, the contractual obligation of the Holding Company ceased to exist and the financial liability recognised in respect of the put option was extinguished and reclassified into equity and other equity.

Accordingly, fair value changes of ₹ 38.67 million (reversal) was recognised in the consolidated financial statements for the year ended 31 March 2025. The put option liability amounting to ₹ 13,615.12 million was reclassified as follows: ₹ 8,615.12 million to retained earnings, ₹ 1,801.24 million to the put option reserve, and ₹ 3,198.76 million to securities premium, all under other equity. For the year ended 31 March 2026, no such liability exists and hence no impact has been recognised in these consolidated financial statements.

5. Foreign currency translation reserve

Foreign currency translation reserve Foreign currency translation reserve represents the unrealised gains and losses on account of translation of reporting currency for foreign subsidiaries into the Company's presentation currency.

16. Other financial liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Security deposit received:		
from customers	162.26	136.81
from contractors and suppliers	208.98	205.63
	371.24	**342.44**

17. Provisions

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for employee benefits		
Gratuity (refer note 39)	387.81	263.69
Compensated absences	98.26	95.28
	486.07	**358.97**

Refer note 33(a) for impact of changes in labour code

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
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18. Deferred tax liabilities (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Deferred tax liabilities comprises of:		
Temporary difference of book and tax depreciation	634.74	596.03
Right-of-use assets	224.45	199.35
Right to recover products from customer	13.29	14.28
	872.48	**809.66**
Deferred tax assets comprises of:		
Carried forward business losses (including unabsorbed depreciation)	1,523.26	2,131.43
Items that are tax deductible on payment basis	217.10	152.98
Lease liabilities	238.58	209.21
Interest portion of contract liability	195.32	-
Refund liability	110.36	105.04
Provision for expected credit loss	99.77	75.80
MAT credit entitlement	-	9.07
Temporary difference of book and tax depreciation	3.89	4.60
Others	16.02	16.02
	2,404.30	**2,704.15**
Deferred tax (assets)/ liabilities (net)	**(1,531.82)**	**(1,894.49)**
Deferred tax assets	1,708.88	2,080.65
Deferred tax liabilities	177.06	186.16

Notes:

1. Deferred tax assets and deferred tax liabilities have been offset wherever the Group has a legally enforceable right to set off current tax assets against current tax liabilities and where the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority. The deferred tax assets has been created only where it is reasonably certain that there will be sufficient taxable income against which such deferred tax assets can be utilised based on convincing evidences such as approved business plans and projections of the respective companies with in the Group.
2. Refer note 44 for details.

19. Other non current liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Advance from customers*	8,408.06	-
	8,408.06	**-**

**Refer note 42 in respect of disclosures under Ind AS 115 - Revenue from contracts with customers.*

20. Borrowings

Secured

Loan repayable on demand (from banks)

Particulars	As at 31 March 2026	As at 31 March 2025
Working capital loan from bank (including interest accrued) (refer notes 20.1)	729.54	136.55
	729.54	**136.55**

Notes:

20.1 Nature of security and repayment terms of the above borrowings are as below:

	Outstanding balance	
	As at 31 March 2026	As at 31 March 2025
(a) Cash credit facility from HDFC Bank Limited (Akums Drugs and Pharmaceuticals Limited)	35.20	39.30
Cash credit facility from HDFC Bank is secured by hypothecation/mortgage of stocks, book debts and fixed and movable assets of unit I,II,III,IV & V; equitable mortgage by deposits of title deeds in respect of land at Haridwar. The loan is repayable on demand and carries an interest rate in the range of 7.53% p.a. to 8.25% p.a. as at 31st March 2026 (previous year: : 4.59% p.a. to 8.62% p.a.)		
(b) Working capital loan from Yes Bank Limited (Akums Drugs and Pharmaceuticals Limited)	100.33	-
Working Capital Loan from Yes Bank Limited is secured by hypothecation/ mortgage of stocks, book debts and fixed and movable assets of unit I,II,III,IV & V; equitable mortgage by deposits of title deeds in respect of land at Haridwar. The loan is repayable on demand and carries an interest rate in the range of 6.50% p.a. to 6.85% p.a. as at 31st March 2026 linked with MIBOR. (previous year: 7.50% p.a. to 7.80% p.a.) and is repayable after minimum 7 days to maximum 180 days of utilisation of facility.		
(c) Working Capital Loan from Yes Bank Limited (Pure and Cure Healthcare Private Limited)	115.29	-
Working capital demand loan from YES Bank is secured by hypothecation (first pari-passu change) of current assets and mortgage of and movable fixed assets. The loan is repayable after 7 days and carries an interest rate in the range of 6.50% p.a. to 6.85% p.a. as at 31st March, 2026 linked with MIBOR.		
(d) Cash Credit facility from HDFC Bank Limited (Pure and Cure Healthcare Private Limited)	6.37	40.40
Cash Credit facility from HDFC Bank Limited is secured by hypothecation (first pari-passu change) of current assets and mortgage of and movable fixed assets. The loan is repayable on demand and carries an interest rate in the range of 7.75% p.a. to 8.25% p.a.as at 31st March 2026 (previous year: : 8.00% p.a. to 8.80% p.a.)		

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
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	Outstanding balance	
	As at 31 March 2026	As at 31 March 2025
(e) Working capital loan from YES Bank Limited (Malik Lifesciences Private Limited)	100.12	-
Working capital demand loan from YES Bank is secured by hypothecation (first pari-passu change) of current assets and mortgage of and movable fixed assets. The loan is repayable after 7 days and carries an interest rate in the range of 6.50% p.a. to 6.85% p.a. as at 31st March 2026 linked with MIBOR.		
(f) Working Capital loan from Yes Bank Limited (Maxcure Nutravedics Limited)	372.23	-
Buyers credit facility from YES Bank is secured by hypothecation (first pari-passu charge) of current assets and movable fixed assets. The loan is repayable after 30 days and carries an interest rate at the range of 4.13% p.a. to 4.22% p.a. as at 31st March, 2026 linked with 1M SOFR.		
(g) Cash credit facility from HSBC Bank (Nicholas Healthcare Limited)	-	14.30
Cash Credit facility received from HSBC Bank of India has been Secured by exclusive charge on all current assets and movable fixed assets(both current and future) and corporate guarantee of Holding Company. The loan is repayable on demand and carries an interest rate in the range of 7.38% to 8.00% p.a.(previous period 7.85% to 9.00% p.a.)		
(h) Cash Credit facility from HDFC Bank Limited (Plenteous Pharmaceuticals Limited)	-	35.70
Cash Credit facility received from HDFC Bank of India has been Secured by exclusive charge on all current assets and movable fixed assets(both current and future) and corporate guarantee of Holding Company. The loan is repayable on demand and carries an interest rate in the range of 8.00% to 8.50% p.a.(previous period 8.21% to 9.00% p.a.)		
(i) Cash credit facility from HSBC Bank (Medibox Pharma Private Limited)	-	6.85
Cash Credit facility received from HSBC Bank & HDFC Bank has been Secured by exclusive charge on all current assets and movable fixed assets(both current and future) and corporate guarantee of Holding Company. The loan is repayable on demand and carries a floating interest rate ranging between 7.38% to 8.00 p.a. (31 March 2025 : 8.42% p.a.)		
	729.54	**136.55**

20.2 Refer note 40 for assets pledged as security

20.3 The above loans have been utilised as per the purpose for these loans were sanctioned

20.4 The group has not defaulted in repayment of interest during the current year. Further, there have been no default in repayment of loan.

21. Trade payables

Particulars	As at 31 March 2026	As at 31 March 2025
Total outstanding dues of micro and small enterprises (MSME) and	879.75	772.03
Total outstanding dues of creditors other than micro and small enterprises	5,141.83	5,655.82
	6,021.58	**6,427.85**
Due from related parties (refer note 41)	3.47	6.69

Refer note 51 (B) for the ageing of the trade payables

22. Other financial liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Employee payables	696.62	483.50
Payable towards property, plant and equipment#	164.51	201.99
Amount due to bank under factoring arrangement (refer note 9.6)	343.07	593.38
Others*	132.28	54.40
	1,336.48	**1,333.27**

includes ₹ 72.73 million (previous year: ₹ 72.55 million) payable to micro enterprises and small enterprises

** includes refundable amount of ₹ 77.88 million (31 March 2025: nil) attributable to selling shareholders arising from excess provision of IPO expenses. [refer note 52 (b)]*

23. Other current liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Advance from customers*	1,915.01	230.96
Statutory dues payable	125.17	160.45
	2,040.18	**391.41**

**Refer note 42 in respect of disclosures under Ind AS 115 - Revenue from contracts with customers.*

24. Provisions

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for employee benefits		
Gratuity (refer note 39)	155.40	92.98
Compensated absences	60.35	61.78
Refund liability (refer note 24.2 below)	438.46	417.32
	654.21	**572.08**

Notes:

24.1 Refer note 33(a) for impact of changes in labour code

24.2 Changes in refund liability in accordance with Ind AS - 37

Refund liability is accounted for by recording a provision based on the Company's estimate of expected sales return. Movement in the provision for refund liability is as below:

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	As at 31 March 2026	As at 31 March 2025
Balance as at beginning of the year	**417.32**	**432.70**
Less: provision made/ (written back) during the year (net)	21.14	(15.38)
Balance as at end of the year	**438.46**	**417.32**

25. Current tax liabilities (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for taxes (net of advance tax)	89.25	4.01
	89.25	**4.01**

26. Revenue from operations

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Sale of products		
- manufactured	38,286.27	36,830.20
- traded goods	3,408.62	3,308.61
	41,694.89	**40,138.81**
Sale of services		
Job work income	818.19	572.12
Product development, testing and other charges	833.90	263.40
Other operating revenues		
Scrap sales	243.19	207.25
	43,590.17	**41,181.58**

Refer note 42 in respect of disclosures under Ind AS 115 - Revenue from contracts with customers.

27. Other income

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Interest income on items at amortised cost:		
- term deposits	1,071.12	237.78
- others	25.65	12.08
Liabilities no longer required, written back	38.06	79.54
Subsidy income	23.90	27.79
Gain on disposal of property, plant and equipment (net)	1.44	0.42
Gain on foreign currency transactions (net)	79.82	44.82
Gain on reassessment or termination of right-of-use assets	0.63	38.27
Miscellaneous income	46.63	80.52
	1,287.25	**521.22**

28. Change in inventories of finished goods, stock-in-trade and work-in-progress

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Opening stock		
Finished goods	1,273.45	1,093.41
Work-in-progress	748.92	711.41
Stock-in-trade	226.34	422.79
(A)	**2,248.71**	**2,227.61**
Less: Closing stock		
Finished goods	1,072.54	1,273.45
Work-in-progress	870.98	748.92
Stock-in-trade	170.77	226.34
(B)	**2,114.29**	**2,248.71**
Movement in right to recover products from customer (C)	3.96	4.63
Change in inventories of finished goods, stock-in-trade and work-in-progress (A-B+C)	**138.38**	**(16.47)**

29. Employee benefits expense

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Salaries, wages and bonus*	6,946.60	6,561.73
Contributions to provident and other funds (refer note 39)	237.11	229.75
Staff welfare expenses	354.53	366.73
	7,538.24	**7,158.21**

** includes a discount of nil (31 March 2025: ₹ 15.60 million) granted to eligible employees at the time of Initial Public Offer (IPO). Refer note 52(b) for details.*

***includes ₹ 225.99 million (31 March 2025: ₹ 220.65 million) as contribution towards provident fund and employee state insurance fund. Refer note 39 for details.*

Refer note 33(a) for impact of changes in labour code

30. Finance costs

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Interest on financial liabilities (using effective interest rate method):		
- borrowings	36.04	239.71
- security deposit from customers and suppliers	0.76	1.00
- income-tax	4.18	0.92
Interest on lease liability (using effective interest rate method)	69.18	62.44
Interest on contract liability	776.06	-
Other borrowing costs	54.51	41.93
	940.73	**346.00**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

31. Depreciation and amortisation expense

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Depreciation on property, plant and equipment	1,404.46	1,382.07
Amortisation on right-of-use assets (refer note 50)	119.95	125.89
Amortisation of intangible assets	21.10	26.50
	1,545.51	**1,534.46**

32. Other expenses

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Consumption of stores and spare parts	346.92	323.03
Power and fuel	1,842.88	1,640.52
Rent (refer note 50)	13.86	20.35
Repairs and maintenance		
Plant and equipments	232.30	185.09
Buildings	95.21	96.54
Others	434.57	377.15
Insurance	70.65	50.73
Rates and taxes	29.49	52.32
Travelling and conveyance	452.95	484.49
Legal and professional expenses	678.64	421.39
Bad debts	1.20	2.34
Provision for allowances for expected credit losses	293.01	291.77
Provision on advance to suppliers	12.77	31.00
Freight and cartage - outward	52.95	59.75
Business promotion	368.74	394.17
Loss on sale of property, plant and equipment (net)	1.99	1.54
Selling and distribution expense	115.25	99.70
Corporate social responsibility expense	37.89	20.19
Miscellaneous expenses	615.24	530.83
	5,696.51	**5,082.90**

33. Exceptional Items

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Impact of changes in labour code (refer note (a) below)	162.12	-
Retrospective wage revision/ variable dearness allowance (VDA) arrears (refer note (b) below)	38.12	-
Reversal of losses previously recognized on account of flood damage (refer note (c) below)	-	(166.97)
	200.24	**(166.97)**

Note:

(a) On 21 November 2025, the Government of India notified the four Labour Codes-namely, the Code on Wages, 2019; the Industrial Relations Code, 2020; the Code on Social Security, 2020; and the Occupational Safety, Health and Working Conditions Code, 2020-thereby consolidating 29 existing labour laws. To facilitate the assessment of the financial impact arising from these regulatory changes, the Ministry of Labour & Employment issued draft Central Rules and related FAQs.

The Group has evaluated and disclosed the incremental impact of these changes based on the analysis of information available and actuarial valuation. Given the material, regulatory-driven, and non-recurring nature of this impact, the Group has presented the incremental charge relating to gratuity (₹ 133.61 million) and compensated absences (₹ 28.51 million), aggregating to ₹ 162.12 million under 'Exceptional items' in these consolidated financial statements.

The Group continues to monitor the finalisation of the Central and State Rules and any further government clarifications on other aspects of the Labour Codes and will record the accounting treatment as required based on future developments.

(b) Subsequent to year ended 31 March 2026, the Labour Commissioner, Government of Uttarakhand, issued three notifications dated 23 April 2026 revising the Variable Dearness Allowance (VDA) rates for scheduled employments under the Minimum Wages Act, 1948.

As the revisions relate to conditions that existed as at the reporting date, the notifications have been considered an adjusting event in accordance with the applicable accounting standards. Accordingly, the cumulative impact of the retrospective revision in VDA rates, amounting to ₹ 38.12 million, has been recognized as a liability in these consolidated financial statements for the year ended 31 March 2026.

Considering the materiality, regulatory nature, and non-recurring character of the impact, the corresponding charge has been disclosed under 'Exceptional items' in these consolidated financial statements.

(c) During the financial year ended 31 March 2024, owing to floods in Chandigarh and nearby areas, one of the group company had incurred certain damages to inventory along with property, plant and equipment at factory locations in Derra Bassi and Lalru locations amounting to ₹ 251.73 million . The management had filed necessary claims for the damages made with the insurance authorities.

During the year ended 31 March 2025, the insurance company had approved a claim of ₹ 77.51 million for the losses at the Lalru site which was recorded as an exceptional income in the consolidated financial statements which has been received by the group company in the current year. Further, following some minor repairs, few machineries were restored to working condition, and the factory building at the Lalru site was considered safe for use after a reassessment that included minor refurbishments. As a result of this reassessment, reversal of losses of ₹ 89.46 million were recognized as an exceptional income in consolidated financial statements for the year ended 31 March 2025.

In respect of losses incurred by the group company at its Derrabassi plant, the insurance claim of ₹ 63.73 million was rejected by the insurance company, for which the group company had filed a legal case. Basis on legal precedents and an internal evaluation by management, management believes that the group company has a strong possibility of a favourable outcome. Consequently, the group company had recognized this as an exceptional income for the year ended 31 March 2025. However, due to the uncertainty surrounding the recovery of this amount, the group company had created a provision for the same.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

34A The following entities are considered in the preparation of Consolidated Financial Statement:

a) Subsidiaries

The Group has following subsidiaries held directly and indirectly by the Parent Company i.e. Akums Drugs and Pharmaceuticals Limited, which operate around the world. Following are the details of shareholdings in the subsidiaries:

S. No.	Name of Company	Principal Activities	Immediate holding company	Country of incorporation and principal place of business	% Ownership interest	
					Proportion of ownership interest and voting power held by the Group	
					As at 31 March 2026	As at 31 March 2025
Subsidiaries of Holding Company						
1	Pure and Cure Healthcare Private Limited	Contract manufacturing of pharmaceutical formulations and manufacturing of API	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
2	Malik Lifesciences Private Limited	Contract manufacturing of pharmaceutical formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
3	Maxcure Nutravedics Limited	Contract manufacturing of pharmaceutical formulations and trading of raw materials	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
4	Akums Healthcare Limited	Contract manufacturing of pharmaceutical formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
5	Qualymed Pharma Private Limited	Contract manufacturing of pharmaceutical formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
6	Upadhrish Reserchem LLP	Contract manufacturing and testing of pharmaceutical formulations	Akums Drugs and Pharmaceuticals Limited	India	100%^	99.93%
7	Akumentis Healthcare Limited#	Trading of domestic branded formulations	Akums Drugs and Pharmaceuticals Limited	India	91.49%	91.49%
8	Unosource Pharma Limited	Trading of international branded formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
9	Nicholas Healthcare Limited	Trading of generic formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
10	Plenteous Pharmaceuticals Limited	Trading of generic formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
11	Sarvagunaushdhi Private Limited	Trading of generic formulations	Akums Drugs and Pharmaceuticals Limited	India	100%	100%
12	Akums Healthcare UK Limited*	Trading of international branded formulations##	Akums Drugs and Pharmaceuticals Limited	UK	100%	100%
13	Akums Healthcare Malta Private Limited	Trading of international branded formulations##	Akums Drugs and Pharmaceuticals Limited	Malta	100%	-

S. No.	Name of Company	Principal Activities	Immediate holding company	Country of incorporation and principal place of business	% Ownership interest	
					Proportion of ownership interest and voting power held by the Group	
					As at 31 March 2026	As at 31 March 2025
14	Akums Healthcare (Zambia) Private Limited***	Contract manufacturing of pharmaceutical formulations and Trading of international branded formulations##	Akums Drugs and Pharmaceuticals Limited	Zambia	51%	-
Step down subsidiaries of Holding Company						
15	Medibox Pharma Private Limited	Trading of generic formulations	Maxcure Nutravedics Limited	India	100%	100%

^ During the year, one of the Group companies acquired the remaining 0.07% partnership interest in Upadhrish Reserchem LLP, thereby increasing the Group's ownership interest to 100% (refer note 36A).

including investment done in compulsory convertible preference shares issued by Akumentis Healthcare Limited.

** During the previous year, pursuant to the Board resolution passed on 6 February 2025, as part of Group overseas expansion strategy, the Holding Company has incorporated a subsidiary in UK, Akums Healthcare UK Limited, with an initial investment of GBP 1 made for incorporation purposes.*

*** During the year, the Holding Company has made an investment in its wholly owned subsidiary, Akums Healthcare Malta Private Limited, by subscribing to 240 equity shares of EURO 1 each. Akums Healthcare Malta Private Limited was incorporated on 20 October 2025 to undertake pharmaceutical marketing activities in the European region. The subsidiary is presently in the process of establishing its operational set-up and obtaining regulatory registrations. The said investment is in line with the Group strategic objective to expand its international presence and strengthen its global operations.*

**** The Holding Company has incorporated Akums Healthcare (Zambia) Private Limited in Zambia on 13 October 2025 as a subsidiary to undertake pharmaceutical manufacturing in Africa region. During the year, the Holding Company has agreed to subscribe 10,200 equity shares of face value of ZMW 1 each as per the Article of Association of Akums Healthcare (Zambia) Private Limited, representing a 51% controlling interest.*

As of 31 March 2016, no business operations had commenced within these entities.

34B Disclosure of interest in Subsidiaries and Non Controlling Interest

Summarized financial information for subsidiaries that have non-controlling interests that are material to the Group :- *(amounts before inter-company eliminations)*

Particulars (Balance sheet)	Akumentis Healthcare Limited	
	As at 31 March 2026	As at 31 March 2025
Current assets	2,705.64	1,670.90
Non current assets	545.08	1,380.00
Current liabilities	1,054.88	1,052.53
Non current liabilities	107.39	48.18
Equity Interest attributable to the equity holders of the Company	2,088.45	1,950.19

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars (Profit or loss)	Year ended 31 March 2026	Year ended 31 March 2025
Revenue from operations	4,463.04	4,335.88
Other income	173.73	154.91
Expenses	3,599.85	3,615.97
Exceptional item	630.48	-
Profit before tax	**406.44**	**874.82**
Tax expense	264.39	216.63
Profit for the year	**142.05**	**658.19**
Profit attributable to the equity holders of the Company	129.96	602.18
Profit attributable to the non controlling interest	12.09	56.01
Profit for the year	**142.05**	**658.19**
Items that will not be reclassified to profit and loss	(3.82)	0.89
Other comprehensive income	**(3.82)**	**0.89**
Other comprehensive income attributable to the equity holders of the Company	(3.49)	0.81
Other comprehensive income attributable to non controlling interest	(0.33)	0.08
Other comprehensive income	**(3.82)**	**0.89**
Total comprehensive income attributable to the equity holders of the Company	126.47	602.99
Total comprehensive income attributable to non controlling interest	11.76	56.09
Total other comprehensive income	**138.23**	**659.08**
Ownership held by non-controlling interests	8.51%	8.51%
Accumulated non-controlling interest at the end of the year	**177.73**	**165.97**
Net cash inflow from operating activities	618.18	400.46
Net cash inflow/ (outflow) from investing activities	574.17	(286.48)
Net cash outflow from financing activities	(20.82)	(15.74)
Net Cash outflow	**1,171.53**	**98.24**

35 Earnings per equity share (EPS)

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Profit attributable to equity shareholders (₹)	2,551.88	3,381.76
Total number of equity shares outstanding at the end of the year	15,31,02,058	15,31,02,058
Weighted average number of equity shares in calculating basic and diluted EPS	15,31,02,058	14,96,09,486
Nominal value per share (₹)	2.00	2.00
Basic and Diluted EPS (₹)	**16.67**	**22.60**

Note:- Diluted earnings per share is the same as basic earnings per share, as there were no potential dilutive ordinary shares outstanding during the period.

36 Acquisitions and disposals

A Acquisitions done during 2025-2026

Business combination

During the year, the Holding Company has acquired additional interest wherein control already existed as on the date of acquisition for a consideration of ₹ 0.42 million. Following is a schedule of additional interest acquired.

Cash consideration paid to non-controlling shareholders	
Upadhrish Reserchem LLP	0.42
	0.42
Carrying value of the additional interest as on acquisition date	
Upadhrish Reserchem LLP	0.17
Carrying value of additional interest	0.17
Difference recognised with in other equity (in accordance with Ind AS 110 - Consolidated Financial Statements)	0.25

B Disposals done during 2024-2025

Loss of control acquired previously

During the financial year ended 31 March 2024, the management as part of its corporate restructuring plan, had decided to disposed off its control in the following subsidiaries and presented the same under "Assets held for sale" . The resultant gain / loss on the disposal of these subsidiaries had been accounted for in accordance with Ind AS 27 under consolidated financial statements for the financial year ended 31 March 2024 :-

Name of the entity	Sales consideration	Net assets as on the date of loss of control	Gain/ (loss) on disposal of control
Subsidiary			
Amazing Research Laboratories Limited	0.50	9.40	(8.90)
May and Baker Pharmaceuticals Limited	0.50	(0.31)	0.81
Hygosap Pharma Private Limited (formerly known as "Burroughs Welcome Pharmacia Private Limited")	0.03	3.03	(3.00)
	1.03	**12.12**	**(11.09)**

During the previous year ended 31 March 2025, management has disposed off the control in above subsidiaries.

37 Contingent liabilities and litigations

Particulars		As at 31 March 2026	As at 31 March 2025
	Claims against the Group not acknowledged as debt:		
(i)	Income-tax matters (refer note (a) below)	765.58	771.34
(ii)	Indirect tax matters (refer note (b) below)	103.71	29.61
(iii)	Product pricing related matters (refer note (c) below)	121.88	115.25
(iv)	Others (refer note (d) and (e) below)	2.82	2.82

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(a) (i) Pursuant to the assessment of certain previous years (AY 2017-2018, AY 2018-2019 and AY 2022-2023), department has raised demands on Holding Company amounting ₹ 31.14 million (31 March 2025: ₹ 36.90 million) on account of: AY 2017-2018: Disallowance of deduction u/s 80IC and 35(2AB) of Income Tax Act, 1961 amounting to ₹ 11.51 million. AY 2018-2019: Disallowance of deduction u/s 35(2AB) and 37(1) of Income Tax Act, 1961 amounting to ₹ 6.26 million. AY 2022-2023: Addition on account of unexplained investment u/s 69 of Income Tax Act, 1961 amounting to ₹ 13.37 million. AY 2020-2021: Initiation of penalty proceeding u/s 270A of Income Tax Act, 1961 amounting to ₹ 5.76 million. During the year, the appeal filed by the Holding Company before the Income Tax Appellate Tribunal (ITAT) was decided in favour of the Company vide order dated 23 May 2025, whereby the impugned penalty order was set aside and the penalty was deleted. The matters are pending at CIT (Appeal) level and based on the assessments by the management, consideration of merits of the case and external legal advice, the Holding Company believes that there is a fair chance of winning the case. Accordingly, no further provisions are considered necessary to be recorded in these consolidated financial statements.

(ii) During the financial year 2021-22, one of the group company had received a demand of ₹ 734.44 million (31 March 2025: ₹ 734.44 million) vide assessment order passed under section 144 of the Income tax act, 1961 for the AY 2017-2018. The Group company had contested against the order and had filed a writ petition contesting the demand. The petition is pending at Hon'ble High Court of Chandigarh which has granted. Considering the demand raised pertains to period prior to acquisition and all the statutory liabilities had been given effect in the NCLT order passed on 12 January 2021, the said demand is considered to be non-tenable and hence no provision has been accounted for in the books of accounts.

(b) (i) The Holding Company and certain group companies are involved in GST-related disputes pertaining to disallowance/ reversal of input tax credit, return mismatches, e-way bill penalties and other compliance matters relating to different financial years, which are presently pending adjudication before the relevant appellate authorities. The Holding Company had received GST demands aggregating to ₹ 9.91 million (31 March 2025: ₹ 5.97 million), and certain group companies have received GST demands aggregating to ₹ 79.06 million (31 March 2025: ₹ 7.72 million). Based on internal assessment, merits of the cases and external legal advice, the management believes that the Holding Company and group companies have a reasonable likelihood of succeeding in these matters and accordingly, no provision has been recognised in the consolidated financial statements.

(ii) In previous years, the GST department issued a notice to Akums Lifesciences Limited, which is now a distinct unit of one of the group company following a merger, demanding ₹ 10.10 million and ₹ 4.64 million for the financial years 2017-18 and 2018-19, respectively. Holding Company, acquired Akums Lifesciences Limited, previously known as Parabolic Drugs Limited, through the NCLT on 12 January 21, after which it merged with one of the Group company. Given that the demand relates to a period before the acquisition of the transferor company and all statutory liabilities were addressed in the NCLT order dated 12 January 2021, this demand is deemed untenable, and therefore, no provision has been recorded in these consolidated financial statements.

(iii) During the year ended 31 March 2025, the State Tax Officer (GST) raised a demand on one of the group company amounting ₹ 1.18 million in relation to interest amount on GST liability for the FY 2017-18. Originally we had filed an appeal against this order, later on department had issued circular that, if any demand order had been issued for the FY 2017-18,2018-19 & 2019-20 and taxpayer had paid Tax amount then Interest & Penalty will be waived off. During the current year ended 31 March 2026, the above demand for interest on GST liability has been waived off under Amnesty Scheme

(c) One of the group company is involved in a legal suit in respect of pricing on product with Drug Price Control Orders (u/s 3 of the Essential Commodities Act, 1955). National Pharmaceutical Pricing Authority ('NPPA') has filed a legal case on one of the group company for ₹ 44.26 million on account of increased MRP. NPPA ,vide its order dated 29 November 2023, increased the recovery amount to ₹106.40 million on account of levy of interest on overcharged amount for the period from March 2014 to November 2023. Further, simple interest at the rate of 15% per annum has been computed for the period from 1 December 2023 to 31 March 2026 (31 March 2025: 1 December 2023 to 31 March 2025), bringing the total potential liability to ₹121.88 million (31 March 2025: ₹115.25 million). The Group company believes that there is a fair chance of favourable decision in this matter and accordingly, no provision has been considered necessary at these stage.

(d) Legal suit filed against the one of the Group company for the defect in the material supplied. The amount of claim filed amounts to 2.02 millions (31 March 2025 : ₹ 2.02 millions). However, based on discussions with the solicitors, the Management believes that the Group company has a good chance of success in above-mentioned cases and hence, no provision is considered necessary.

(e) One of the customer has filed counter claim of ₹ 0.80 million which was accepted by the arbitrator. One of the Group Company has filed an appeal against the same in Honourable Delhi high Court which has been accepted and is pending before in the court. Based on discussion with the advocate there is a fair chance of favourable decision and hence no provision is considered against the same.

38 Capital and other commitments

	As at 31 March 2026	As at 31 March 2025
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	804.45	733.52

39 Employees benefits

		Year ended 31 March 2026	Year ended 31 March 2025
A.	**Defined contribution plan**		
	The amount recognised as expense towards contribution to defined contribution plans for the period is as below:		
	(a) Group's contribution to provident fund	216.50	209.62
	(b) Group's contribution to Employees' State Insurance Scheme	9.49	11.03
		225.99	**220.65**

		Year ended 31 March 2026	Year ended 31 March 2025
B.	**Defined benefit plan - Gratuity**		
	Non-current	387.81	263.69
	Current	155.40	92.98
		543.21	**356.67**

(i) Changes in the present value of defined benefit obligation recognised in the consolidated balance sheet

	As at 31 March 2026	As at 31 March 2025
Present value of the obligation as at the beginning of the year	**356.67**	**292.05**
Interest cost	24.72	21.05
Service cost	65.08	53.04
Past service cost including curtailment losses [refer note 33(a)]	133.61	-
Benefits paid	(23.71)	(23.09)
Actuarial loss	(13.16)	13.62
Present value of the obligation as at end of the year	**543.21**	**356.67**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(ii) Expense recognised in the consolidated statement of profit and loss consists of:

	As at 31 March 2026	As at 31 March 2025
Service cost	65.08	53.04
Interest cost	24.72	21.05
Past service cost including curtailment losses [refer note 33(a)]	133.61	-
Net impact on consolidated profit before tax	**223.41**	**74.09**
Actuarial (gain)/ loss recognised during the year	(13.16)	13.62
Amount recognised in total comprehensive income	**210.25**	**87.71**

(iii) Breakup of actuarial (gain)/ loss :

	Year ended 31 March 2026	Year ended 31 March 2025
Actuarial (gain)/ loss from change in demographic assumption	(0.40)	1.39
Actuarial (gain)/ loss from change in financial assumption	(35.50)	(14.67)
Actuarial (gain)/ loss from experience adjustment	22.74	26.90
Total actuarial loss	**(13.16)**	**13.62**

(iv) Change in fair value of plan assets

There are no plan assets against the aforesaid liability. Therefore, the return of change in fair value of plan assets has not been given.

(v) Actuarial assumptions

	As at 31 March 2026	As at 31 March 2025
Discount rate (per annum)	7.78%	6.99%
Future salary increase (per annum)	8.00%	10.00%
Withdrawal rate		
Up to 30 Years	30%	24%
From 31 to 44 years	30%	24%
Above 44 years	30%	24%
Retirement age	58 years	58 years
Mortality rate	100% of IALM (2012-14)	100% of IALM (2012-14)
Average future service (in years)	22.40 years	22.87 years

Notes:

- The discount rate is based on the prevailing market yield of Indian Government bonds as at the balance sheet date for the estimated terms of obligations.
- The estimates of future salary increases considered takes into account the inflation, seniority, promotion and other relevant factors.

(vi) Sensitivity analysis for gratuity liability

	As at 31 March 2026	As at 31 March 2025
Impact of change in discount rate		
Present value of obligation at the end of the year	543.21	356.67
- Impact due to increase of 0.5 %	(6.76)	(5.09)
- Impact due to decrease of 0.5 %	6.97	5.26
Impact of change in salary increase		
Present value of obligation at the end of the year	543.21	356.67
- Impact due to increase of 0.5 %	6.64	4.90
- Impact due to decrease of 0.5 %	(6.53)	(4.81)

Sensitivities due to mortality and withdrawals are not material and hence impact of change not calculated.

The above sensitivity analysis is based on a change an assumption while Holding all other assumptions constant. In practice, this is unlikely to occur and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied which was applied while calculating the defined benefit obligation liability recognised in the consolidated balance sheet.

Maturity profile of defined benefit obligation (discounted)

	As at 31 March 2026	As at 31 March 2025
Within next 12 months	155.40	91.32
Between 1-5 years	294.80	191.67
Beyond 5 years	93.01	73.68
	543.21	**356.67**

(vii) Expected contribution

The expected future employer contributions for defined benefit plan ₹ 104.98 millions as at 31 March 2026 (31 March 2025 : ₹ 85.78 millions).

(viii) Other long-term employee benefits

An amount of ₹ 39.48 millions (31 March 2025 : ₹ 44.79 millions) pertains to expense towards compensated absences.

40 Assets pledged as security (refer notes 20)

	As at 31 March 2026	As at 31 March 2025
Current		
Non-financial assets		
Inventories	7,548.35	6,174.01
Other current assets	2,461.87	1,574.10
Financial Assets		
Cash and cash equivalents	2,045.65	457.65
Other bank balances	12,943.30	1,724.50

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Other financial assets	442.28	441.34
Trade receivables (refer note 40.1 below)	7,965.64	7,702.96
Total current assets pledged as security	**33,407.09**	**18,074.56**
Non-current assets		
Non-financial assets		
Property, plant and equipment	8,121.80	9,825.07
Capital work-in-progress	457.92	169.04
Total non-current assets pledged as security	**8,579.72**	**9,994.11**
Total assets pledged as security	**41,986.81**	**28,068.67**

Note:

40.1 Total trade receivables pledged at individual company level, amounts to ₹ 9,666.60 millions (Previous year: ₹ 7,826.95 million) but due to inter company eliminations, total receivables amounts to ₹ 7,965.64 millions (Previous year: ₹ 7,702.96 million) and hence complete amount is shown as pledged.

40.2 Total assets pledged as security are restricted to the sanctioned working capital and term loan credit facilities of ₹ 5,910.00 million as at 31 March 2026 (31 March 2025: ₹ 12,092.00 million). Against the aforementioned credit facilities, the utilised amount (including non fund based utilisation) stood at ₹ 1,183.06 million as at 31 March 2026 (31 March 2025: ₹ 1,452.81 million).

41 Related party disclosures

In accordance with Ind AS-24 on related party disclosures where control exist and where transactions have taken place and description of the relationships as identified and certified by the management are as follows:

I. Relationships

(a) Where control exists

Mr Sandeep Jain and Mr Sanjeev Jain exercise joint control over the Holding Company.

(b) Key management personnel (KMP)

Name	Designation
Mr. Sandeep Jain	Managing Director
Mr. Sanjeev Jain	Managing Director
Mr. Sanjay Kumar Sinha	Whole Time Director
Mr. Nand Lal Kalra	Independent Director (till 5 February 2025)
Mr. Kewal Handa	Independent Director
Ms. Matangi Gowrishankar	Independent Director
Mr. Satwinder Singh	Independent Director
Mr. Anilkumar Arvindlal Amin	Independent Director (from 4 June 2025)
Mr. Sunil Kumar Thakur	Non-Executive & Non-independent Director
Mr Dharamvir Malik	Company Secretary #
Mr. Sumeet Sood	Chief Financial Officer #

(c) Relatives of KMP*

Mr. Kanishk Jain
Ms. Archana Jain
Ms. Arushi Jain
Ms. Lata Jain
Ms. Shivangi Jain (from 4 May 2024)
Mr. Umang Jain
Mr. Manan Jain (till 15 June 2024)

(d) Entities where significant influence is exercised by KMP and/or their relatives*

Akums Health and Education Society
Akums Foundation
Akome Lifecare Private Limited
May and Baker Pharmaceuticals Limited
AVHA Lifesciences Private Limited
Dhanwantri Vedaresearch LLP

**with whom the transactions have occurred during the year/ previous year.*

as per Companies Act, 2013.

II Summary of related party transactions [refer note 41(I) above, for relationships of related parties] -

(a) Transactions during the year

Particulars	31 March 2026	31 March 2025
Rent paid		
KMP's		
Mr. Sandeep Jain	21.67	25.40
Mr. Sanjeev Jain	19.46	24.42
Relatives of KMP		
Ms. Lata Jain	0.15	0.46
Ms. Archana Jain	0.11	0.67
Entities where significant influence is exercised by KMP and/or their relatives		
Akome Lifecare Private Limited	65.43	68.58
Corporate social responsibility		
Entities where significant influence is exercised by KMP and/or their relatives		
Akums Foundation	24.67	13.26
Professional charges paid		
KMP's		
Mr. Kewal Handa	2.00	1.70
Ms. Matangi Gowrishankar	1.50	1.20
Mr. Anilkumar Arvindlal Amin	2.00	-
Remuneration paid#		
KMP's		

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	31 March 2026	31 March 2025
Mr. Sanjeev Jain	86.62	81.80
Mr. Sandeep Jain	86.19	81.80
Mr. Sanjay Kumar Sinha	14.28	13.17
Mr. Sumeet Sood	21.13	22.36
Mr. Dharamvir Malik	2.93	2.99
Relatives of KMP		
Mr. Kanishk Jain	7.98	7.26
Mr. Manan Jain	-	0.27
Mr. Umang Jain	3.31	2.40
Ms. Arushi Jain	8.39	7.63
Ms. Lata Jain	5.66	5.51
Ms. Archana Jain	5.40	5.40
Ms. Shivangi Jain	3.31	2.18
Sales of goods and others		
Entities where significant influence is exercised by KMP and/or their relatives		
Akums Heath and Education Society	0.09	0.04
Akums Foundation	0.42	11.38
May and Baker Pharmaceuticals Limited	1.78	35.60
Sales of property, plant and equipment		
Entities where significant influence is exercised by KMP and/or their relatives		
Akums Heath and Education Society	-	0.21
Sale of investment in subsidiaries		
Entities where significant influence is exercised by KMP and/or their relatives		
Dhanwantri Vedaresearch LLP	-	1.03
Purchase of goods and others		
Entities where significant influence is exercised by KMP and/or their relatives		
Akome Lifecare Private Limited	64.29	42.94
May and Baker Pharmaceuticals Limited	-	0.28
Expenses paid		
Entities where significant influence is exercised by KMP and/or their relatives		
May and Baker Pharmaceuticals Limited	0.01	0.02
KMP's		
Mr. Kewal Handa	0.02	-
Mr. Anilkumar Arvindlal Amin	0.80	-
Expenses incurred on behalf of other related party		
Entities where significant influence is exercised by KMP and/or their relatives		

Particulars	31 March 2026	31 March 2025
Akome Lifecare Private Limited	0.25	3.27
May and Baker Pharmaceuticals Limited	-	0.21
Expenses paid by other related party		
Entities where significant influence is exercised by KMP and/or their relatives		
Akome Lifecare Private Limited	12.69	14.21
AVHA Lifesciences Private Limited	-	0.10
May and Baker Pharmaceuticals Limited	0.03	0.51
Director sitting fees		
KMP's		
Mr. Kewal Handa	1.50	1.80
Mr. Nand Lal Kalra	-	1.70
Ms. Matangi Gowrishankar	1.60	1.90
Mr. Satwinder Singh	1.65	1.90
Mr. Anilkumar Arvindlal Amin	0.90	-
Relatives of KMP		
Ms. Arushi Jain	0.02	0.02

(b) Balance outstanding at year end**

Particulars	31 March 2026	31 March 2025
Trade receivable		
Entities where significant influence is exercised by KMP and/or their relatives		
Akums Health and Education Society	-	0.25
May and Baker Pharmaceuticals Limited	0.25	0.26
Akums Foundation	-	0.01
Akome Lifecare Private Limited	0.09	0.18
Trade payable		
Entities where significant influence is exercised by KMP and/or their relatives		
Akome Lifecare Private Limited	3.47	6.48
May and Baker Pharmaceuticals Limited	-	0.21
Remuneration payable		
KMP's		
Mr. Sanjeev Jain	13.70	2.30
Mr. Sandeep Jain	13.70	2.70
Mr. Sumeet Sood	0.97	0.78
Mr. Sanjay Kumar Sinha	-	0.80
Mr. Dharamvir Malik	0.15	0.22
Relatives of KMP		
Ms. Arushi Jain	0.50	0.44

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	31 March 2026	31 March 2025
Mr. Umang Jain	0.22	0.17
Ms. Shivangi Jain	0.22	0.15
Ms. Lata Jain	0.28	0.29
Mr. Kanishk Jain	0.56	0.50
Ms. Archana Jain	0.33	0.31
Advance remuneration		
KMP's		
Mr. Sumeet Sood	1.90	-
Security deposit		
KMP's		
Mr. Sandeep Jain	5.00	5.00
Mr. Sanjeev Jain	5.00	5.00
Amount payable - Refund of excess provision of IPO expense [refer note 52(b)]		
Mr. Sanjeev Jain	6.79	-
Mr. Sandeep Jain	6.79	-

excludes the post employment benefits and other long term benefits as being done on lumpsum for all the employees of the Group as a whole.

** Unless otherwise stated, all related party transactions have been entered on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash except for advance remuneration, which will be adjusted against future salary payments.*

*** Outstanding balances at reporting period end are unsecured and moreover, are not material to the Group.*

42 Disclosure required under Ind AS 115 - Revenue from customers

A Disaggregation of revenue:

	Year ended 31 March 2026	Year ended 31 March 2025
Sale of products		
Revenue from sale of goods - manufactured	38,286.27	36,830.20
Revenue from sale of goods - traded goods	3,408.62	3,308.61
Sale of services		
Job work	818.19	572.12
Product development, testing and other charges	833.90	263.40
Other operating revenue		
Scrap sales	243.19	207.25
	43,590.17	**41,181.58**

Refer note 46 for segment revenue

B Contract balances

The following table provides information about receivables and contract liabilities from contract with customers:

	As at 31 March 2026		As at 31 March 2025	
	Non-current	**Current**	**Non-current**	**Current**
Contract liabilities				
Advance from customers	8,408.06	1,915.01	-	230.96
Refund liabilities	-	438.46	-	417.32
Total contract liabilities	**8,408.06**	**2,353.47**	**-**	**648.28**

	As at 31 March 2026	As at 31 March 2025
Receivables		
Trade receivables (refer note 9)	7,965.64	7,702.96
Right to recover products from customers	52.79	56.75
	8,018.43	**7,759.71**

C Significant changes in the contract liabilities balances during the period are as follows:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Contract liabilities		Contract liabilities	
	Advances from customers	**Refund liabilities**	**Advances from customers**	**Refund liabilities**
Opening balance	**230.96**	**417.32**	**289.04**	**432.70**
Addition during the year	10,622.47	438.46	230.96	417.32
Revenue recognised/ adjustment during the year	530.36	417.32	289.04	432.70
Closing balance	**10,323.07**	**438.46**	**230.96**	**417.32**

Receivable is the right to consideration in exchange for goods or services transferred to the customer. Contract assets arise when the Group has transferred goods or services to a customer but the right to consideration is conditional on factors other than the passage of time. Contract liability is the entity's obligation to transfer goods or services to a customer for which the entity has received consideration from the customer in advance. In respect of long-term agreements entered by the group that includes a significant upfront consideration, which give rise to an inbuilt significant financing component, and therefore the upfront consideration is adjusted for the effect of the time value of money in accordance with Ind AS 115. The corresponding financing component is recognised as interest expense over the contract period, presented separately in the consolidated statement of profit and loss. The discount rate used in determining the financing component reflects the rate that would be used in a separate financing transaction between the Group and the customer at contract inception. Revenue from these contracts (whether recognised over time or at a point in time based on the nature of the underlying performance obligation. The amounts receivable from customers become due after expiry of credit period which is in the range of 30 to 90 days.

The Group's performance obligations arise from (i) sale of goods and (ii) Product development

For sale of goods contracts, performance obligations are satisfied at a point in time when control of the goods transfers to the customer. In respect of the product development, revenue is recognised over time using an input method that best reflects the Group's performance.

The transaction price under the long-term agreement is allocated to the identified performance obligations based on their relative standalone selling prices. Where directly observable standalone selling prices are not available, the Group estimates such prices using appropriate valuation techniques, including expected cost plus margin and residual methods.

In respect of sales with a right to return, the Group recognises a provision for right of return (refund liabilities) which is measured based on the Group's estimate of expected sales returns.

43 Financial instruments

A Financial instruments by category

The carrying value of financial instruments by categories were as follows:

Particulars	As at 31 March 2026	As at 31 March 2025
Financial assets carried at amortised cost		
Trade receivables	7,965.64	7,702.96
Cash and cash equivalents	3,860.05	1,011.91
Other bank balances	12,945.93	4,752.60
Other financial assets	588.98	816.84
Total financial assets	**25,360.60**	**14,284.31**
Financial assets carried at fair value through profit and loss		
Investments	1.43	1.43
Total financial assets	**25,362.03**	**14,285.74**
Financial liabilities carried at amortised cost		
Borrowings	729.54	136.55
Trade payables	6,021.58	6,427.85
Lease liabilities	844.77	745.57
Other financial liabilities	1,707.72	1,675.71
Total financial liabilities	**9,303.61**	**8,985.68**

The carrying amount of trade receivables, trade payables, loans, investments, borrowings, lease liabilities, other financial assets/ liabilities and cash and cash equivalent are considered to be the same as their fair values, due to short-term in nature.

The carrying value of the amortised financial assets and liabilities approximate to the fair value on the respective reporting dates.

B. Fair values hierarchy

Financial assets and financial liabilities are measured at fair value in the financial statements and are grouped into three Levels of a fair value hierarchy. The three levels are defined based on the observability of significant inputs to the measurement, as follows

The categories used are as follows:

Level 1: Quoted prices (unadjusted) for identical instruments in an active market;

Level 2: Directly (i.e. as prices) or indirectly (i.e. derived from prices) observable market inputs, other than Level 1 inputs; and

Level 3: Inputs which are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part using a net asset value or valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

B.1 Financial assets measured at fair value - recurring fair value measurements

Particulars	Year ended	Level 1	Level 2	Level 3	Total
Financial assets at fair value through profit and loss					
Investment in equity instruments	31 March 2026	-	-	1.43	1.43
	31 March 2025	-	-	1.43	1.43

B.2 Valuation process and technique used to determine fair value

Specific valuation techniques used to value financial instruments include:

(a) for current investment directly observable market inputs, other than level 1 inputs have been used.

(b) Investment in equity instruments are measure at fair valued through profit or loss. As there is no significant difference between carrying value and fair value, hence, valued at cost.

B.3 The following table presents the changes in put option fair value measured in level 3 for the year ended 31 March 2026 and 31 March 2025

Particulars	Liability arising out of put option
As at 1 April 2024	13,653.79
Add: fair value changes during the year*	(38.67)
Less: On account of reversal of put option liability (refer note 15)	13,615.12
As at 31 March 2025/ 31 March 2026	-

**Disclosed in consolidated statement of profit and loss for the year ended 31 March 2025 and alsorefer note 15.*

B.4 The following table presents the changes in investment in equity instruments measured at level 3 for the year ended on 31 March 2026 and 31 March 2025:

Particulars	Investment in equity instruments
As at 1 April 2024/ 31 March 2025 and 31 March 2026	1.43

Valuation inputs and relationships to fair value

Particulars	Valuation Technique	Significant unobservable inputs	Inter relationship between significant unobservable inputs and fair value measurement
Investment in equity instruments (unquoted)	Fair valued through profit or loss. As there is no significant difference between carrying value and fair value, hence, valued at cost.	It is a SPV contract for Effluent treatment plant.	The estimated value would increase/(decrease) in profit before tax on completion of significant part of SPV Contract.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Financial risk management

Financial risk management objectives and policies

The Group's principal financial liabilities comprise borrowings, trade payables and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include loans, investments, trade and other receivables, cash and cash equivalents and other financial assets.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's management oversees the management of these risks and also ensure that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives.

The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Financial risk factors

The Group's activities expose it to a variety of financial risks

a) Market risk

b) Credit risk

c) Liquidity risk

The primary market risk to the Group is foreign exchange risk. The Group's exposure to credit risk is influenced mainly by the individual characteristic of each customer and the concentration of risk from the top few customers.

(a) Market risk

(i) Foreign currency risk

The entities of the Group has international transactions and is exposed to foreign exchange risk arising from foreign currency transactions. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the entity's functional currency. The Group does not use forward contracts and swaps for managing risks associated with foreign currency nor used for speculative purposes.

Foreign currency risk exposure:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Foreign currency	₹ million	Foreign currency	₹ million
Trade receivables (USD)	71,39,139	639.79	78,96,925	668.51
Trade receivables (Euro)	9,56,621	100.12	6,13,780	54.28
Trade receivables (GBP)	32,118	4.03	-	-
Trade and other payables (Euro)	41,262	4.78	16,675	1.53
Trade and other payables (GBP)	1,075	0.13	646	0.07
Trade and other payables (OMR)	-	-	2,100	0.47
Trade and other payables (USD)	22,24,843	321.52	54,11,349	468.15

Sensitivity

The sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments.

Particulars	Currency	As at 31 March 2026		As at 31 March 2025	
		Increase	Decrease	Increase	Decrease
INR/USD- change by 1%* (31 March 2025: 1%)	USD	3.18	(3.18)	2.00	(2.00)
INR/Euro- change by 1%* (31 March 2025: 1%)	Euro	0.95	(0.95)	0.53	(0.53)
INR/GBP- change by 1%* (31 March 2025: 1%)	GBP	0.04	(0.04)	(0.00)	0.00
INR/OMR- change by 1%* (31 March 2025: 1%)	OMR	-	-	(0.00)	0.00

** Holding all other variables constant*

(ii) Interest rate risk

(a) Financial liabilities

The Group's policy is to minimise interest rate cash flow risk exposures on long-term financing. At year end, the Group is exposed to changes in market interest rates through bank borrowings at variable interest rates. The Group's investments in fixed deposits contractually carry fixed interest rates.

The entity's investments in fixed deposits contractually carry fixed interest rates.

Below is the overall exposure of the entity to interest rate risk:

Particulars	As at 31 March 2026	As at 31 March 2025
Variable rate borrowing	729.54	136.55
Total borrowings	**729.54**	**136.55**

Sensitivity

Below is the sensitivity of profit or loss and equity changes in interest rates.

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Interest sensitivity*		
Interest rates – increase by 100 basis points	(7.30)	(1.37)
Interest rates – decrease by 100 basis points	7.30	1.37

** Holding all other variables constant*

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(b) Financial assets

'The Group's deposits with banks are carried at amortised cost and are fixed rate instruments. They are, therefore, not subject to interest rate risk as defined in Ind AS 107, since neither the carrying amount nor the future cash flows will fluctuate because of a change in market interest rates.

(iii) Price risk

Exposure

The Group is in the business of pharmaceuticals wherein any increase in the prices is passed on to the customer and hence the Group is not exposed to material price risk.

(b) Credit risk

Credit risk is the risk that a counterparty fails to discharge its obligation to the Group. The Group's exposure to credit risk is influenced mainly by investments in cash and cash equivalents, trade receivables and other financial assets measured at amortised cost. The Group continuously monitors defaults of customers and other counterparties and incorporates this information into its credit risk controls.

(i) Credit risk management

The Group assesses and manages credit risk based on internal credit rating system. Internal credit rating is performed for each class of financial instruments with different characteristics. The Group assigns the following credit ratings to each class of financial assets based on the assumptions, inputs and factors specific to the class of financial assets.

(i) Low credit risk

(ii) Moderate credit risk

Based on business environment in which the Group operates, a default on a financial asset is considered when the counter party fails to make payments within the agreed time period as per contract. Loss rates reflecting defaults are based on actual credit loss experience and considering differences between current and historical economic conditions.

Assets are written off when there is no reasonable expectation of recovery, such as a debtor declaring bankruptcy or a litigation decided against the entities of the Group. The Group continues to engage with parties whose balances are written off and attempts to enforce repayment. Recoveries made are recognised in the consolidated statement of profit and loss.

The Company provides for expected credit loss based on the following:

Basis of categorisation	Asset class exposed to credit risk	Provision for expected credit loss
Low credit risk	Loans, investments, cash and cash equivalents, other bank balances, financial assets measured at amortised cost	12 month expected credit loss
Moderate credit risk	Trade receivables	Trade receivables - Life time expected credit loss

Financial assets that expose the entity to credit risk –

As at 31 March 2026

Particulars	Estimated gross amount at default	Expected credit losses	Carrying amount net of impairment provision
Low credit risk			
Cash and cash equivalents	3,860.05	-	3,860.05
Other bank balances	12,945.93	-	12,945.93
Investments	1.43	-	1.43
Other financial assets	652.71	(63.73)	588.98
Moderate credit risk			
Trade receivables	8,600.15	(634.51)	7,965.64
Total	**26,060.27**	**(698.24)**	**25,362.03**

As at 31 March 2025

Particulars	Estimated gross amount at default	Expected credit losses	Carrying amount net of impairment provision
Low credit risk			
Cash and cash equivalents	1,011.91	-	1,011.91
Other bank balances	4,752.60	-	4,752.60
Investments	1.43		1.43
Loans	-	-	-
Other financial assets	880.57	(63.73)	816.84
Moderate credit risk			
Trade receivables	8,195.43	(492.47)	7,702.96
Total	**14,841.94**	**(556.20)**	**14,285.74**

All of the entity's financial assets (other than trade receivables) measured at amortised cost, are considered to have low credit risk, and the loss allowance recognised during the period was therefore limited to 12 months' expected losses. Management consider 'low credit risk' for cash and cash equivalents and other bank balances being maintained with scheduled banks. Other instruments are considered to have low credit risk when they have a low risk of default and the issuer has a strong capacity to meet its contractual cash flow obligations in the near term.

The expected loss rates are based on the payment profiles of sales over a period of 36 months before the reporting date and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group has identified the GDP and the unemployment rate of the countries in which it sells its goods and services to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 180 days past due. Impairment losses on trade receivables and contract assets are presented as net impairment losses. Subsequent recoveries of amounts previously written off are credited against the same line item.

The Group assumes increase in credit risk since initial recognition when financial assets are more than 30 days past due.

The carrying amounts of financial assets above represents the maximum exposure to credit risk.

(ii) Expected credit loss for trade receivables under simplified approach

As at 31 March 2026	Gross carrying amount	% of expected credit losses	Allowance for expected credit losses	Carrying amount net of loss allowance
Amount not yet due	4,876.57	-	-	4,876.57
Between one to six month overdue	2,995.37	0.40%	(11.87)	2,983.50
Between six month to one year overdue	108.60	23.74%	(25.78)	82.82
Greater than one year overdue	619.61	96.33%	(596.86)	22.75
Total	**8,600.15**		**(634.51)**	**7,965.64**

As at 31 March 2025	Gross carrying amount	% of expected credit losses	Allowance for expected credit losses	Carrying amount net of loss allowance
Amount not yet due	5,151.16	-	-	5,151.16
Between one to six month overdue	1,988.09	0.00%	(0.09)	1,988.00
Between six month to one year overdue	218.45	5.69%	(12.42)	206.03
Greater than one year overdue	837.73	57.29%	(479.96)	357.77
Total	**8,195.43**		**(492.47)**	**7,702.96**

Reconciliation of loss provision – Trade receivables

Particulars	Total
Loss allowance on 1 April 2024	**222.55**
provision created during the year	291.77
provision reversed/ utilized during the year	(21.85)
Loss allowance on 31 March 2025/ 1 April 2025	**492.47**
provision created during the year	293.01
provision reversed/ utilized during the year	(150.97)
Loss allowance on 31 March 2026	**634.51**

(d) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Group's approach to managing liquidity is to ensure as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due.

Management monitors rolling forecasts of the entity's liquidity position and cash and cash equivalents on the basis of expected cash flows. The entity takes into account the liquidity of the market in which the entity operates.

i. Financing arrangements (un-utilised)

Particulars	As at 31 March 2026	As at 31 March 2025
Working capital facility	4,726.94	9,277.19
Term loan facility	-	1,362.00

ii. Maturities of financial liabilities (excluding finance cost obligation for future payments, as applicable)

The tables below analyse the Group's financial liabilities into relevant maturity profile based on their contractual maturities.

As at 31 March 2026	Less than 1 year	1 - 5 years	More than 5 years	Total
Non-derivatives				
Borrowings	729.54	-	-	729.54
Trade payable	6,021.58	-	-	6,021.58
Lease liabilities	76.33	215.08	553.36	844.77
Other financial liabilities	1,336.48	371.24	-	1,707.72
Total	**8,163.93**	**586.32**	**553.36**	**9,303.61**

As at 31 March 2025	Less than 1 year	1 - 5 years	More than 5 years	Total
Non-derivatives				
Borrowings	136.55	-	-	136.55
Trade payable	6,427.85	-	-	6,427.85
Lease liabilities	72.30	92.80	580.47	745.57
Other financial liabilities	1,333.27	342.44	-	1,675.71
Total	**7,969.97**	**435.24**	**580.47**	**8,985.68**

44 Taxes

Income tax expense in the consolidated statement of profit and loss comprises:

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Current tax		
- for current year	905.75	813.67
- for earlier years	(7.48)	(16.18)
Deferred tax charge/(reversal)		
- for current year	345.52	(794.29)
- for earlier years	13.25	11.56
- Tax effect on other comprehensive income(OCI)	3.90	(2.67)
Tax expense	**1,260.94**	**12.09**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

(a) Current tax

a) Reconciliation of tax expense applicable to profit before tax at the latest statutory enacted tax rate in India to income tax expense reported is as follows:

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Profit before tax	3,821.01	3,452.53
Income tax using the Company's domestic tax rate *	25.17%	25.17%
Expected tax expense [A]	**961.67**	**868.93**
Tax effect of adjustment to reconcile expected income tax expense to reported income tax expense		
Effect of non-deductible expenses/ impact of tax rates	8.34	(35.83)
Deferred tax asset not recognised on current year business loss of group companies	263.97	201.75
Tax for earlier years	5.77	(4.62)
Impact of change in tax rates	(10.29)	-
MAT written off due to adoption of new regime (refer note below)	9.07	-
Recognition of deferred tax assets on carry forward business losses	-	(1,060.23)
Others (including impact on other comprehensive income)	22.41	42.09
Total adjustments [B]	**299.27**	**(856.84)**
Actual tax expense [C=A+B]	**1,260.94**	**12.09**
* Domestic tax rate applicable to the Group has been computed as follows		
Base tax rate	22.00%	22.00%
Surcharge (% of tax)	10.00%	10.00%
Cess (% of tax)	4.00%	4.00%
Applicable rate of tax	25.17%	25.17%

(b) Changes in deferred tax assets and liabilities for the year ended 31 March 2026:

Particulars	As at 31 March 2025	Recognised in OCI	Recognised in profit and loss	As at 31 March 2026
Deferred tax liability consists of:				
Temporary difference of book and tax depreciation	596.03	-	38.71	634.74
Right-of-use assets	199.35	-	25.10	224.45
Right to recover products from customer	14.28	-	(0.99)	13.29
	809.66	**-**	**62.82**	**872.48**
Deferred tax assets consists of:				
Temporary difference of book and tax depreciation	4.60	-	(0.71)	3.89
Items that are tax deductible on payment basis	152.98	(3.90)	68.02	217.10
Provision for expected credit loss	75.80	-	23.97	99.77

Particulars	As at 31 March 2025	Recognised in OCI	Recognised in profit and loss	As at 31 March 2026
Lease liabilities	209.21	-	29.37	238.58
Refund liability	105.04	-	5.32	110.36
Carried forward business losses	2,131.43	-	(608.17)	1,523.26
Interest portion of contract liability	-	-	195.32	195.32
MAT credit entitlement	9.07	-	(9.07)	-
Others	16.02	-	-	16.02
Net deferred tax asset / (liability)	**2,704.15**	**(3.90)**	**(295.95)**	**2,404.30**
Total	**(1,894.49)**	**3.90**	**358.77**	**(1,531.82)**

Changes in deferred tax assets and liabilities for the year ended 31 March 2025:

Particulars	As at 31 March 2024	Recognised in OCI	Recognised in profit and loss	As at 31 March 2025
Deferred tax liability consists of:				
Temporary difference of book and tax depreciation	631.23	-	(35.20)	596.03
Right-of-use assets	183.33	-	16.02	199.35
Right to recover products from customer	15.45	-	(1.17)	14.28
	830.01	**-**	**(20.35)**	**809.66**
Deferred tax assets consists of:				
Temporary difference of book and tax depreciation	5.35	-	(0.75)	4.60
Items that are tax deductible on payment basis	177.62	2.67	(27.31)	152.98
Provision for expected credit loss	36.06	-	39.74	75.80
Lease liabilities	199.63	-	9.58	209.21
Refund liability	108.91	-	(3.87)	105.04
Carried forward business losses	1,374.89	-	756.54	2,131.43
MAT credit entitlement	36.64	-	(27.57)	9.07
Others	-		16.02	16.02
Net deferred tax asset / (liability)	**1,939.10**	**2.67**	**762.38**	**2,704.15**
Net impact	**(1,109.09)**	**(2.67)**	**(782.73)**	**(1,894.49)**

(c) Details of unused tax credits (MAT credit entitlement)

Particulars	As at 31 March 2026		As at 31 March 2025	
	₹	Expiry date	₹	Expiry date
A.Y. 2019-20	-	2034-35	0.82	2034-35
A.Y. 2020-21	-	2035-36	0.03	2035-36
A.Y. 2022-23	-	2037-38	8.22	2037-38
	-		**9.07**	

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Note: One of the Group companies has evaluated the impact of the Taxation Laws (Amendment) Ordinance, 2019, which provides an option to be taxed at a reduced rate of 25.17%, subject to the forfeiture of the carried-forward Minimum Alternative Tax (MAT) credit balance and certain other tax incentives currently available to the group company. Based on this assessment, the group company has elected to adopt the new tax regime. Accordingly, deferred tax assets and liabilities have been remeasured using the revised applicable tax rate. Further, the MAT credit entitlement of Rs. 9.07 million outstanding as at 31 March 2026 has been written off and recognized as part of the deferred tax expense for the current year.

(d) Details in respect of carried forward business losses

The amount and expiry of date of unused tax credits are:

Particulars	As at 31 March 2026			As at 31 March 2025		
	Business losses	Expiry date	Unabsorbed depreciation (with no expiry)	Business losses	Expiry date	Unabsorbed depreciation (with no expiry)
A.Y. 2015-16	-	2023-24	-	-	2023-24	4.93
A.Y. 2016-17	-	2024-25	-	-	2024-25	23.93
A.Y. 2017-18	-	2025-26	-	3.84	2025-26	39.17
A.Y. 2018-19	-	2026-27	2.71	26.70	2026-27	40.55
A.Y. 2019-20	57.90	2027-28	4.48	57.90	2027-28	35.74
A.Y. 2020-21	84.01	2028-29	3.72	114.17	2028-29	18.30
A.Y. 2021-22	60.53	2029-30	7.64	60.53	2029-30	7.64
A.Y. 2022-23	46.45	2030-31	15.69	46.47	2030-31	15.69
A.Y. 2023-24	2,972.50	2031-32	3,404.68	5,007.09	2031-32	3,404.68
A.Y. 2024-25	397.96	2032-33	42.36	398.03	2032-33	42.36
A.Y. 2025-26	578.12	2033-34	228.17	728.63	2033-34	144.86
A.Y. 2026-27	644.92	2034-35	142.99			
	4,842.39		**3,852.44**	**6,443.36**		**3,777.85**

Note:-

Unabsorbed business losses of A.Y. 2023-24 includes long term capital loss of ₹ 9.31 million (previous year : ₹ 9.34 million) and A.Y. 2024-25 includes short term capital loss of ₹ 3.49 million (previous year : ₹ 3.49 million).

(e) Unrecognised deferred tax assets:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Gross amount	Unrecognised tax effect	Gross amount	Unrecognised tax effect
Brought forward business losses and unabsorbed depreciation	2,642.46	665.05	2,021.00	508.64

During the previous year, deferred tax assets were created only where it was reasonably certain that there would be sufficient taxable income against which such deferred tax assets could be utilised.

45 Research and development expenditure

The Holding Company has its research and development centres (approved by DSIR) located in Haridwar and Mumbai which concentrates on the development of new pharmaceutical formulations. During the year, the Holding Company incurred revenue expenditure of ₹ 318.35 million (31 March 2025: ₹ 235.67 million) which has been charged to these consolidated statement of profit and loss. Capital expenditure of ₹ 253.58 million (31 March 2025 : ₹ 150.95 million) has been capitalised under Property, Plant, and Equipment. These figures represent costs maintained in separate books of account for the recognised unit.

During the year ended 31 March 2025, one of the group company, which has its research and development centres in Barwala, received official recognition as in-house R&D units from the Department of Scientific and Industrial Research (DSIR) w.e.f. 28 November 2025. During the current year, the group company incurred revenue expenditure of ₹ 56.57 million (period from 28 November 2024 to 31 March 2025: ₹ 44.19 million) which has been charged to these consolidated statement of profit and loss. Capital expenditure of ₹ 1.27 million (period from 28 November 2024 to 31 March 2025: ₹ 1.83 million) has been capitalised under Property, Plant, and Equipment. These figures represent costs maintained in separate books of account for the recognised unit.

46 Segment reporting

The board of directors of the Holding Company have been identified as the Chief Operating Decision Maker (CODM) as defined by Ind AS 108 "Operating Segments". Operating Segments have been defined and presented based on the regular review by the CODM to assess the performance of each segment and to make decisions about allocation of resources. The Group is engaged in five business segments:-

a) **Contract Development and Manufacturing Operations (CDMO):** including the formulation research and development, preparation and regulatory filing of dossiers, manufacturing formulations on contract basis, job work and testing services

b) **Active Pharmaceutical Ingredient (API) :** wherein the group is engaged in manufacture and sale of KSM, Intermediate and API products

c) **Domestic Branded formulations:** wherein the company undertakes marketing of its branded formulations in the Indian market

d) **International Branded Formulations:** wherein the company undertakes marketing of its branded formulations in the global market

e) **Trade generics:** wherein the company leverages trade channel to supply its generic products in the Indian market

The Group prepares its segment information in conformity with the accounting policies adopted for preparing and presenting the consolidated financial statements of the Group as a whole.

No operating segments have been aggregated to form the above reportable operating segments. Common allocable costs are allocated to each segment according to the relative contribution of each segment to the total common costs

Revenue, expenses, assets and liabilities which relate to the Group as a whole and not allocable to segments on reasonable basis have been included under 'unallocated revenue / expenses / assets / iabiliities'

Segment results excludes the effects of significant items of income and expenditure which may have an impact on the quality of earnings such as exceptional items, where the such impacts are result of non-recurring events. It also excludes the effects of finance costs, interest income, fair value gains and losses on financial instruments etc which are not allocated to individual segments as the underlying instruments are managed on a Group basis.

Borrowings, current taxes, deferred taxes and certain financial assets and liabilities are not allocated to the segments and have been included under 'unallocated assets / liabilities'

All the transactions are at arm length price.

Information related to each reportable segment is set out below. Segment results (profit/(loss) before interest and tax) is used to measure performance because management believes that this information is most relevant in evaluating the results of the respective segments relative to other entities that operate in the same industries.

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Particulars	Year ended 31 March 2026			Year ended 31 March 2025		
	Total segment revenue	Inter segment revenue	Revenue from external customer	Total segment revenue	Inter segment revenue	Revenue from external customer
Revenue						
CDMO (gross)	42,536.46			39,694.11		
Less: Intra segment revenue	5,434.56			5,291.69		
CDMO (net)	37,101.90	2,249.91	34,851.99	34,402.42	2,323.66	32,078.76
API	2,313.94	469.59	1,844.35	2,771.23	578.27	2,192.96
Domestic Branded formulations	4,463.04	-	4,463.04	4,335.88	-	4,335.88
International Branded Formulations	1,434.62	-	1,434.62	1,426.13	-	1,426.13
Trade generics (gross)	1,003.38			1,178.82		
Less: Intra segment revenue	0.11			0.03		
Trade generics (net)	1,003.27	7.10	996.17	1,178.79	30.94	1,147.85
Total	**46,316.77**		**43,590.17**	**44,114.45**		**41,181.58**

	Year ended 31 March 2026	Year ended 31 March 2025
Segment result before depreciation*		
CDMO	4,669.31	4,538.92
API	(400.96)	(438.01)
Domestic Branded formulations	898.00	767.25
International Branded Formulations	364.99	275.91
Trade generics	(101.20)	(282.17)
Segment result**		
CDMO	3,290.31	3,323.83
API	(576.55)	(757.10)
Domestic Branded formulations	872.38	745.74
International Branded Formulations	342.31	257.88
Trade generics	(113.93)	(306.33)
Total segment result	**3,814.52**	**3,264.02**
Unallocated corporate income/ (expenses) [net]	6.40	66.32
Interest income	1,071.12	237.78
Finance costs	(870.79)	(282.56)
Profit before exceptional items and tax	**4,021.25**	**3,285.56**
Exceptional items	200.24	(166.97)
Profit before tax	**3,821.01**	**3,452.53**
Tax expenses	1,257.04	14.76
Profit for the year	**2,563.97**	**3,437.77**

** Segment results before depreciation is calculated as the sum of profit/ (loss) before tax, exceptional items, finance costs, fair value changes to financial instruments and depreciation and amortisation expense.*

*** Segment results is calculated as segment results before depreciation less finance costs pertaining to segments and depreciation and amortisation expense.*

Other information	Depreciation and Amortization		Segment assets		Segment liabilities	
	As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025	As at 31 March 2026	As at 31 March 2025
CDMO	1,315.74	1,158.56	30,544.04	27,016.32	18,177.11	7,280.97
API	175.59	319.09	3,969.46	4,575.97	313.04	601.48
Domestic Branded formulations	24.06	19.88	770.47	734.81	1,146.10	1,100.83
International Branded Formulations	18.94	16.41	929.42	813.35	584.24	512.21
Trade generics	11.19	20.52	456.76	739.40	437.71	432.80
Less :- Inter-segment eliminations	-	-	(916.92)	(735.72)	(916.92)	(735.72)
Segment total	1,545.52	1,534.46	35,753.23	33,144.13	19,741.28	9,192.57
Un-allocated corporate assets/ liabilities	-	-	18,716.42	7,990.29	1,417.16	1,305.74
Total assets/ liabilities	**1,545.52**	**1,534.46**	**54,469.65**	**41,134.42**	**21,158.44**	**10,498.31**

There are no investments in associate and joint ventures accounted for by the equity method included in and reported for segment assets under different segments.

All of the Group's assets are domiciled in India, except for assets amounting to Rs. 6.01 million that are held by certain foreign subsidiaries.

Addition of Non current assets other than financial assets and deferred taxes:

	Year ended 31 March 2026	Year ended 31 March 2025
CDMO	2,260.86	3,256.01
API	33.80	145.87
Domestic Branded formulations	71.61	8.55
International Branded Formulations	98.93	31.21
Trade generics	0.19	3.57
	2,465.39	**3,445.21**

Note:- No single external customer represents 10% or more of the Group's total revenue for the years ended 31 March 2026 and 31 March 2025, respectively.

47 Capital management

For the purpose of the Group's capital management, equity includes issued equity capital, securities premium and all other equity reserves attributable to the equity shareholders and net debt includes interest bearing loans and borrowings less current investments and cash and cash equivalents (net debt excludes put option liability). The primary objective of the Group's capital management is to safeguard continuity, maintain a strong credit rating and healthy capital ratios in order to support its business and provide adequate return to shareholders through continuing growth via expansion.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. The funding requirement is met through a mixture of equity, internal accruals and short term borrowings. The

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Group monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements.

Particulars	As at 31 March 2026	As at 31 March 2025
Current borrowing	729.54	136.55
Less:		
Cash and cash equivalents	3,860.05	1,011.91
Other bank balances	12,945.93	4,752.60
Net debt (A)	**(16,076.44)**	**(5,627.96)**
Total equity* (B)	33,311.21	30,636.11
Capital and net debt (C = A+B)	17,234.77	25,008.15
Gearing ratio (A/C)	**(93.28%)**	**(22.50%)**

**Equity includes capital and all reserves of the Group that are managed as capital.*

In order to achieve this overall objective, the Group's capital management, amongst other things, aims to ensure that it meets financial covenants and attached to the interest bearing loans and borrowings that define capital structure requirements. Breaches in meeting the financial covenants would permit the bank to immediately call loans and borrowings. There have been no material breaches in the financial covenants of any interest bearing loans and borrowings as at year end. No changes were made in the objectives, policies or processes for managing capital during the year ended 31 March 2026 and 31 March 2025.

48 Goodwill and Capital reserve on consolidation as on the consolidated balance sheet date comprises of the following:

Name of the entity	As at 31 March 2026	As at 31 March 2025
Goodwill		
Malik Lifesciences Private Limited	11.18	11.18
Pure and Cure Healthcare Private Limited	9.45	9.45
Total (A)	**20.63**	**20.63**
Capital reserve		
Akumentis Healthcare Ltd	8.07	8.07
Maxcure Nutravedics Limited	0.06	0.06
Upadhrish Reserchem LLP	2.72	2.72
Pure and Cure Healthcare Private Limited	1,019.13	1,019.13
Total (B)	**1,029.98**	**1,029.98**

Changes in carrying values of goodwill during the year

Particulars	Amount
Gross carrying amount	
Balance as at 1 April 2024/ 31 March 2025/ 31 March 2026	250.40
Impairment	
Balance as at 1 April 2024/ 31 March 2025/ 31 March 2026	229.77
Carrying amount as at 31 March 2025	**20.63**
Carrying amount as at 31 March 2026	**20.63**

Note:

The Group performs test for goodwill impairment at least annually on 31 March or if indicators of impairment arise, such as the effects of obsolescence, demand, competition and other economic factors or on occurrence of an event or change in circumstances that would more likely than not reduce the fair value below its carrying amount. When determining the recoverable value (using value in use), we utilize various assumptions, including operating results, business plans and projections of future cash flows. During the previous years, the management has reviewed the carrying value of its goodwill against the recoverable amounts of these CGUs, using internal and external information available and has recorded an impairment of above mentioned amount ₹ 229.77 million in respective year in the consolidated statement of the profit and loss account. Further, as at the reporting date, no indicators or conditions existed that would suggest impairment of goodwill in the consolidated financial statements of the Group and hence not considered for an impairment assessment.

49 Details relating to net assets and profit/(loss) is as follows:

For the year ended 31 March 2026

Name of the entity	Net assets i.e. total assets minus total liabilities		Share in profit/ (loss)		Share in Other comprehensive income (OCI)		Share in total comprehensive income	
	₹	As % of consolidated net assets	₹	As % of consolidated profit/ (loss)	₹	As % of consolidated OCI	₹	As % of total consolidated income
Parent								
Akums Drugs and Pharmaceuticals Limited	24,275.67	72.88%	1,116.40	43.54%	4.65	50.38%	1,121.05	43.57%
Subsidiaries (Indian)								
Pure and Cure Healthcare Private Limited	9,506.99	28.54%	661.60	25.80%	9.12	98.81%	670.72	26.07%
Malik Lifesciences Private limited	614.05	1.84%	284.10	11.08%	0.72	7.80%	284.82	11.07%
Maxcure Nutravedics Limited	1,788.61	5.37%	247.12	9.64%	0.90	9.75%	248.02	9.64%
Unosource Pharma Limited	184.28	0.55%	232.17	9.06%	(0.22)	-2.38%	231.95	9.01%
Akumentis Healthcare Limited	1,910.72	5.74%	129.99	5.07%	(3.49)	-37.81%	126.50	4.92%
Sarvagunaushdhi Private Limited	422.54	1.27%	(11.06)	-0.43%	-	-	(11.06)	-0.43%
Plenteous Pharmaceuticals Limited	(384.27)	-1.15%	(106.97)	-4.17%	1.89	20.48%	(105.08)	-4.08%
Upadhrish Reserchem LLP	174.85	0.52%	50.09	1.95%	-	-	50.09	1.95%
Nicholas Healthcare Limited	309.51	0.93%	(11.95)	-0.47%	1.04	11.27%	(10.91)	-0.42%
Medibox Pharma Private Limited	(212.04)	-0.64%	(50.13)	-1.96%	1.03	11.16%	(49.10)	-1.91%
Akums Healthcare Limited	(653.87)	-1.96%	(623.86)	-24.33%	(5.86)	-63.49%	(629.72)	-24.47%
Qualymed Pharma Private Limited	(117.57)	-0.35%	(64.92)	-2.53%	(0.18)	-1.95%	(65.10)	-2.53%
Subsidiaries (foreign)								
Akums Healthcare UK Limited	(1.31)	0.00%	(1.28)	-0.05%	(0.03)	(0.00)	(1.31)	-0.05%
Akums Healthcare Malta Private Limited	0.03	0.00%	-	0.00%	-	-	-	0.00%
Non-controlling interest in all subsidiaries	177.73	0.53%	12.09	0.47%	(0.33)	-3.58%	11.76	0.46%
Intra group eliminations	(4,684.71)	-14.06%	700.58	27.32%	(0.01)	-0.11%	700.56	27.23%
Total	**33,311.21**	**100.00%**	**2,563.97**	**100.00%**	**9.23**	**100.00%**	**2,573.20**	**100.00%**

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Name of the entity	Net assets i.e. total assets minus total liabilities		Share in profit/ (loss)		Share in Other comprehensive income (OCI)		Share in total comprehensive income	
	₹	As % of consolidated net assets	₹	As % of consolidated profit/ (loss)	₹	As % of consolidated OCI	₹	As % of total consolidated income
Holding Company								
Akums Drugs and Pharmaceuticals Ltd.	23,052.47	75.25%	1,609.98	46.83%	(0.72)	6.58%	1,609.26	46.96%
Subsidiaries (Indian)								
Pure and Cure Healthcare Private Limited	8,836.27	28.84%	1,483.68	43.16%	(7.04)	64.29%	1,476.64	43.09%
Malik Lifesciences Private limited	329.23	1.07%	44.43	1.29%	(0.70)	6.39%	43.73	1.28%
Maxcure Nutravedics Limited	1,540.59	5.03%	144.57	4.21%	(0.67)	6.12%	143.90	4.20%
Unosource Pharma Limited	(47.65)	-0.16%	158.82	4.62%	1.00	-9.13%	159.82	4.66%
Akumentis Healthcare Limited	1,784.24	5.82%	602.19	17.52%	0.81	-7.40%	603.00	17.60%
Nicholas Healthcare Limited	320.41	1.05%	(193.56)	-5.63%	(0.06)	0.55%	(193.62)	-5.65%
Sarvagunaushdhi Private Limited	433.60	1.42%	(8.13)	-0.24%	-	-	(8.13)	-0.24%
Plenteous Pharmaceuticals Limited	(279.19)	-0.91%	(107.21)	-3.12%	(0.35)	3.20%	(107.56)	-3.14%
Upadhrish Reserchem LLP	124.76	0.41%	85.95	2.50%	-	-	85.95	2.51%
Medibox Pharma Private Limited	(162.95)	-0.53%	(72.03)	-2.10%	(0.05)	0.46%	(72.08)	-2.10%
Akums Healthcare Limited	(24.15)	-0.08%	(379.14)	-11.03%	(2.85)	26.03%	(381.99)	-11.15%
Qualymed Pharma Private Limited	(52.48)	-0.17%	(41.69)	-1.21%	(0.41)	3.74%	(42.10)	-1.23%
Subsidiaries (foreign)								
Akums Healthcare UK Limited	-	0.00%	-	0.00%	-	0.00%	-	0.00%
Non-controlling interest in all subsidiaries	165.97	0.54%	56.01	1.63%	0.08	-0.73%	56.09	1.64%
Intra group eliminations	(5,385.01)	-17.58%	53.90	1.57%	0.01	-0.09%	53.91	1.57%
Total	**30,636.11**	**100.00%**	**3,437.77**	**100.00%**	**(10.95)**	**100.00%**	**3,426.82**	**100.00%**

50 Lease

(a) The Group has adopted Ind AS 116 'Leases' from 1 April 2019

(b) The weighted average lessee's incremental borrowing rate applied by Group companies to the lease liabilities ranges from 7%-9% p.a.

(c) The table below describes the nature of the Group's leasing activities by type of right-of-use asset recognised on consolidated balance sheet:

As at 31 March 2026

Right-of-use assets	No of right-of-use assets leased	Range of remaining term(years)	Average remaining lease term (years)
Leasehold land	23	9.25 - 94.5 years	81.5 years
Buildings	12	0.25 - 8 years	3 years

As at 31 March 2025

Right-of-use assets	No of right-of-use assets leased	Range of remaining term(years)	Average remaining lease term (years)
Leasehold land	22	28.5 - 95.5 years	82.5 years
Buildings	34	0.5 - 9 years	4 years

There are no leases entered by the Group which have any extension, termination or purchase option and the payment of lease rentals is not based on variable payments which are linked to an index.

(d) Amount recognised in consolidated balance sheet and consolidated statement of profit and loss:

Particulars	Category of Right-of-use assets			
	Land	Buildings	Office equipments	Total
Balance as at 1 April 2024	**987.39**	**184.53**	**-**	**1,171.92**
Add: Additions during the year	411.68	288.21	-	699.89
Add: Modification under IND AS 116	(11.05)	(3.82)	-	(14.87)
Less: Deletion during the year	-	(116.14)	-	(116.14)
Less: Depreciation charged on the right-of-use assets	(25.58)	(100.31)	-	(125.89)
Balance as at 31 March 2025/ 1 April 2025	**1,362.44**	**252.47**	**-**	**1,614.91**
Add: Additions during the year	23.08	132.82	39.12	195.02
Add: Modification under IND AS 116	-	7.08	-	7.08
Less: Deletion during the year	-	(8.56)	-	(8.56)
Less: Depreciation charged on the right-of-use assets	(33.48)	(82.11)	(4.36)	(119.95)
Balance as at 31 March 2026	**1,352.04**	**301.70**	**34.76**	**1,688.50**

(e) Lease payment not recognised as lease liability

Particulars	Year ended 31 March 2026	Year ended 31 March 2025
Expenses relating to short term leases (included in other expenses)	13.86	20.35
Total	**13.86**	**20.35**

(f) The total cash outflow for leases for the year ended 31 March 2026 was ₹ 162.88 million (31 March 2025: ₹ 584.18 million)

(g) Future minimum lease payments as on 31 March 2026 are as follows:

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

Minimum lease payments due	As at 31 March 2026		
	Lease payment	Finance charges	Net present value
Within 1 year	148.47	72.14	76.33
1-5 years	472.07	256.99	215.08
More than 5 years	1,125.10	571.74	553.36
Total	**1,745.64**	**900.87**	**844.77**

Future minimum lease payments as on 31 March 2025 are as follows:

Minimum lease payments due	As at 31 March 2025		
	Lease payment	Finance Charges	Net Present Value
Within 1 year	135.97	63.67	72.30
1-5 years	319.84	227.04	92.80
More than 5 years	1,223.83	643.36	580.47
Total	**1,679.64**	**934.07**	**745.57**

51 Ageing of trade receivables and trade payables as per Schedule III

A Trade receivables ageing

The table below analyse the outstanding trade receivables:

As at 31 March 2026

Particulars	Unbilled	Not due	Outstanding for the following periods from due date of payment					Total
			Less than 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- considered good	31.86	4,844.71	2,983.50	82.82	13.89	8.85	-	**7,965.63**
Undisputed trade receivables- which have significant increase in credit risk	-	-	11.87	11.53	37.68	23.91	61.34	**146.33**
Disputed trade receivables- which have significant increase in credit risk	-	-	-	14.25	68.42	52.53	352.98	**488.18**
Provision for expected credit loss	-	-	(11.87)	(25.78)	(106.09)	(76.44)	(414.32)	**(634.50)**
	31.86	**4,844.71**	**2,983.50**	**82.82**	**13.90**	**8.85**	**-**	**7,965.64**

As at 31 March 2025

Particulars	Unbilled	Not due	Outstanding for the following periods from due date of payment					Total
			Less than 6 months	6 months to 1 year	1-2 years	2-3 years	More than 3 years	
Undisputed trade receivables- considered good	-	5,151.16	1,987.74	204.51	77.85	119.47	10.70	**7,551.43**
Undisputed trade receivables- which have significant increase in credit risk	-	-	-	1.68	33.95	57.67	57.09	**150.39**
Disputed trade receivables- which have significant increase in credit risk	-	-	0.35	12.26	45.58	89.91	345.51	**493.61**
Provision for expected credit loss	-	-	(0.09)	(12.42)	(42.67)	(115.33)	(321.96)	**(492.47)**
	-	**5,151.16**	**1,988.00**	**206.03**	**114.71**	**151.72**	**91.34**	**7,702.96**

B Trade payables ageing

The table below analyse the outstanding trade payables:

As at 31 March 2026

Particulars	Unbilled	Outstanding for the following periods from due date of payment				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	-	879.75	-	-	-	**879.75**
Others	360.85	4,730.10	30.31	14.69	5.88	**5,141.83**
	360.85	**5,609.85**	**30.31**	**14.69**	**5.88**	**6,021.58**

As at 31 March 2025

Particulars	Unbilled	Outstanding for the following periods from due date of payments				Total
		Less than 1 year	1-2 years	2-3 years	More than 3 years	
MSME	-	772.03	-	-	-	**772.03**
Others	782.18	4,721.23	131.80	17.29	3.32	**5,655.82**
	782.18	**5,493.26**	**131.80**	**17.29**	**3.32**	**6,427.85**

52. Other information:

(a) The Ministry of Corporate Affairs (MCA) has prescribed a new requirement for companies under the proviso to Rule 3(1) of the Companies (Accounts) Rules, 2014, inserted by the Companies (Accounts) Amendment Rules 2021 requiring companies, which uses accounting software for maintaining its books of accounts, shall only use such accounting software which has a feature of recording audit trail of each and every transaction, creating an edit log of each change made in the books of account along with the date when such changes were made and ensuring that the audit trail cannot be disabled.

The Group has used accounting software for maintaining its books of account which has a feature of audit trail (edit log) facility and the same was enabled at the application level. During the year ended 31 March 2026, the Group has not enabled the feature of recording audit trail (edit log) at the database level for the said accounting software to log any direct data changes on account of recommendation in the accounting software administration guide which states that enabling the same all the time consume storage space on the disk and can impact database performance significantly.

(b) The Holding Company had completed its Initial Public Offer (IPO) of 27,368,143 equity shares of face value of ₹ 2 each at an issue price of ₹ 679 per share (including share premium of ₹ 677 per share). A discount of ₹ 64 per share was offered to eligible employees biding in the employee reservation portion of 243,826 equity shares. Pursuant to IPO, the equity shares of the Holding Company were listed on National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) on 6 August 2024. The issue comprised of fresh issue of 10,037,708 equity shares aggregating to ₹ 6,800.00 million and offer for sale of 17,330,435 equity shares by selling shareholders, aggregating to ₹ 11,767.37 million.

IPO related expenses were initially estimated at ₹ 1,116.58 million and were allocated between the Holding Company and the selling shareholders in proportion to their respective shares in the issue. The Holding Company, during the year ended 31 March 2026 had incurred IPO expenses amounted to ₹ 990.61 million till date as against the initially estimated expenses of ₹ 1,116.58 million as disclosed in the Prospectus, resulting in an excess provision of ₹ 125.98 million. The IPO expenses were initially withheld from the IPO proceeds and were allocated between the Holding Company and the selling shareholders in proportion to their respective shares in the issue. Accordingly, the excess amount of ₹ 125.98 million is being released proportionately to the Holding Company and the selling shareholders. Further, GST input tax credit amounting to ₹ 54.06 million pertaining to the Holding Company's share of the fresh issue, which was included in the aforesaid IPO expenses, has subsequently been availed and utilised during the year. Accordingly, an aggregate amount of ₹ 102.15 million, comprising GST input tax credit of ₹ 54.05 million and

Summary of material accounting policies and other explanatory information for the year ended 31 March 2026
(All amounts in ₹ million unless otherwise stated)

excess IPO expenses attributable to the Holding Company of ₹ 48.10 million, has been reversed from Securities Premium, against which such expenses were adjusted in the previous year.

Pursuant to the Board resolution dated 13 February 2026, out of the excess amount attributable to the Holding Company, ₹ 48.10 million has been reallocated towards the objects of the issue, comprising ₹ 23.10 million towards pursuing inorganic growth initiatives through acquisitions and ₹ 25.00 million towards general corporate purposes. The balance amount of ₹ 77.88 million attributable to the selling shareholders is being released to them in proportion to their respective entitlements. Accordingly, the utilisation of the net IPO proceeds, after the aforesaid reallocation, is summarised below:

Objects	Revised net proceeds as per prospectus*	Actual net proceeds*	Utilisation upto 31 March 2026	Unutilised amount as on 31 March 2026
Repayment/prepayment of all or certain borrowings of the Holding Company	1,599.10	1,599.10	1,599.10	-
Repayment/prepayment of all or certain borrowings of the Subsidiaries namely, Maxcure Nutravedics Limited and Pure and Cure Healthcare Private Limited	2,270.90	2,270.90	2,270.90	-
Funding incremental working capital requirements of the Holding Company	550.00	550.00	550.00	-
Pursuing inorganic growth initiatives through acquisitions	301.80	301.80	278.70	23.10
General corporate purposes	1,700.00	1,700.00	1,675.00	25.00
Total proceeds	**6,421.80**	**6,421.80**	**6,373.70**	**48.10**

** includes ₹ 48.10 million arising from the reallocation of excess IPO expense provision as explained above, resulting in a corresponding increase in the actual net proceeds available for utilisation.*

(c) During the year, the Holding Company's management identified a case of misappropriation of funds relating to Information Technology ("IT") related assets and services at the Head Office division, arising from actions of employees of subsidiary companies, involving fictitious and inflated procurement transactions through certain vendor entities. Based on an internal investigation, goods and services aggregating to 9.54 million recorded in the books of the Holding Company and few of its subsidiaries could not be substantiated with appropriate supporting evidence. The management of the Company and subsidiary companies have taken appropriate corrective actions, including disciplinary action against the individuals involved, blacklisting and blocking of the concerned vendors, filing of an insurance claim for recovery of the loss and strengthening of internal controls relating to procurement of IT assets and services

(d) During the financial year ended 31 March 2025, from 15 January 2025 to 21 January 2025, the Income Tax Department ("IT Department") has conducted a search and seizure operation under Section 132 of the Income Tax Act, 1961, at certain offices and manufacturing units of the Holding Company and its subsidiaries, and the residences of select key managerial personnel of the Group.

During the search and seizure proceedings, the Group has fully cooperated, provided the required information and responses to the IT Department. As a part of search and seizure operation, the IT Department has cloned electronic books of accounts, laptops, data backups and seized certain documents, cash and other materials for further investigation. The business and operations of the Group continued without any disruptions, except some minor operational hiccups, and customer commitments were met during this period. During the current year, the Holding Company and certain subsidiaries has received notices under Section 158BC of the Income tax Act, 1961, which requires the Group Companies, in consequence of aforesaid search and seizure operations initiated under Section 132, to furnish returns of undisclosed income for the relevant block period from 01 April 2018 to 12 March 2025 in the prescribed form and manner as per rule 12AE of Income-tax Rules, 1962 setting forth such other particulars as may be

prescribed by the Income-tax Act, 1961 within 60 days from the date of notice. The Holding Company and its certain subsidiaries have assessed that no undisclosed income is required to be reported and accordingly, have filled the said returns during the year. Further, the Holding Company and its certain subsidiaries have received notices under Section 142(1)/143(2) of the Income Tax Act, 1961 to furnish accounts or documents or information in response thereto for the aforesaid block period for which notices have been issued. The Holding Company and its certain subsidiaries have submitted the said details in compliance to the said notices.

Subsequent to the year ended 31 March 2026, the Holding Company and few of its subsidiaries have received show cause notices (SCN) till date, in relation to the ongoing block assessment proceedings under section 158BC of the Income Tax Act, 1961 for the block period in relation to certain disallowance of expenses for which the Holding Company and its subsidiaries are in the process of submitting its response to the IT Department.

Further, there have been no demands which have been raised on the Group as of date. Based on the foregoing and having regard to the matters of the inquiry during the search and seizure proceedings stated above including the SCN and the legal opinion obtained by the management for matters of admissibility under Income Tax Act, 1961, as applicable, while the proceedings are ongoing by the IT Department, the management is of the view that no material adjustments are required to these consolidated financial statements for the year ended 31 March 2026 in this regard.

(e) Subsequent to the year ended 31 March 2026, the Board of Directors at its meeting held on 14 May 2026 has recommended a final dividend of ₹ 1 per equity share and special dividend of ₹ 2 per equity share for the year ended 31 March 2026, subject to the approval of shareholders at the ensuing Annual General Meeting.

(f) There are no other subsequent events that occurred after the reporting date which may have an impact on these consolidated financial statements.

53 Other statutory information

(a) The Group do not have any Benami property, where any proceeding has been initiated or pending against the Group for Holding any Benami property.

(b) The Group do not have any transactions with the struck off companies.

(c) The Group has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous periods.

(d) The Group have not traded or invested in Crypto currency or Virtual Currency during the financial year.

(e) The Group have not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or

(ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries

(f) The Group have not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:

(i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or (ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,

(g) The Group does not have any such transaction which is not recorded in the books of account that has been surrendered or

disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as search, survey, or any other relevant provisions of the Income Tax Act, 1961).

(h) The Group is not declared wilful defaulter by any bank or financial institution or government or any government authority.

(i) The Group has not entered into any scheme of arrangement which has an accounting impact on the current or previous financial year.

(j) The Group has complied with the number of layers prescribed under the Companies Act, 2013.

For **Walker Chandiok & Co LLP**
Chartered Accountants
Firm Registration No.: 001076N/ N500013

Tarun Gupta
Partner
Membership No: 507892

Place : New Delhi
Date : 14.05.2026

For and on behalf of Board of Directors of
Akums Drugs and Pharmaceuticals Limited

Sanjeev Jain
Managing Director
DIN: 00323433

Sandeep Jain
Managing Director
DIN: 00323476
Place : Haridwar

Sumeet Sood
Chief Financial Officer

Dharamvir Malik
Company Secretary
Mem. No.: FCS 8596

Place : New Delhi
Date : 14.05.2026

GRI Index

Statement of use	[Akums] has reported the information cited in this GRI content index for the period FY 2025-26] with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	BRSR SECTION A: General Disclosures, Page 193
	2-2 Entities included in the organization's sustainability reporting	BRSR SECTION A: Q 23a, Page 196-197
	2-3 Reporting period, frequency and contact point	BRSR SECTION A: Page 193
	2-4 Restatements of information	AR: Page 10-15
	2-5 External assurance	SECTION A: Page 193
	2-6 Activities, value chain and other business relationships	SECTION A: Page 193
	2-7 Employees	SECTION A: Page 195
	2-8 Workers who are not employees	SECTION A: Q 20 a, Page 195
	2-9 Governance structure and composition	AR: Corporate Information section, Page 8 BRSR: Page 207-208
	2-10 Nomination and selection of the highest governance body	AR: Corporate Information section Page 8, 172-179
	2-11 Chair of the highest governance body	AR: Corporate Information section Page 8, BRSR Section B Page 207
	2-12 Role of the highest governance body in overseeing the management of impacts	Section B: Q 8-10 Page 207-208
	2-13 Delegation of responsibility for managing impacts	AR: Corporate Information section Page 8 AR: Governance Pages 108–111 Corporate Governance Report Page 172:179
	2-14 Role of the highest governance body in sustainability reporting	Section B: Q 7-9 Page 206-207
	2-15 Conflicts of interest	P1: Q 6, Page 211 P1 Leadership indicator Q2: Page 212
	2-16 Communication of critical concerns	AR: Transparency and Discloures Compliances: Page 6-8 Governance Pages 108–111 Corporate Governance Report Pages 172–192"
	2-17 Collective knowledge of the highest governance body	Section C P1, Q1: Page 209
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report Pages 172–192
	2-19 Remuneration policies	Policy and Management Processes: Page 203-204 BRSR P5 Q3: Page 225"
	2-20 Process to determine remuneration	Policy and Management Processes: Page 203-204 BRSR P5 Q3: Page 225"
	2-21 Annual total compensation ratio	BRSR P5: Page 226
	2-22 Statement on sustainable development strategy	BRSR: Governance, Leadership and Oversight: Page 206
	2-23 Policy commitments	BRSR: Policy and Management Processes: Page 203-204
	2-24 Embedding policy commitments	Section B Q 2-3: Page 204 BRSR P1 Q1: Page 209"
	2-25 Processes to remediate negative impacts	Grievance redressal mechanisms: Page 197-198 BRSR P8 Q3: Page 240"
	2-26 Mechanisms for seeking advice and raising concerns	Section A: Q 25 Page 197-198, Section B: Q 1 Page 203-204, P5: Q6 Page 226
	2-27 Compliance with laws and regulations	BRSR: Section C P1, Q2: Page 210 P6 Page: 234"
	2-28 Membership associations	BRSR P7: Page 239-240

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GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Partnering with Stakeholders for Sustainable Growth: Page 48-49 BRSR P4 Leadership Indicator: Page 223-224
	2-30 Collective bargaining agreements	BRSR P3: Page 217
GRI 3: Material Topics 2021	3-1 Process to determine material topics	AR Process to determine Material Topic : Page 51
	3-2 List of material topics	Materiality Topics: Page 52-53 BRSR Section A Q26: Page 200-202"
	3-3 Management of material topics	Materiality Topics: Page 50-53 BRSR Section A Q26: Page 200-202"
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR Financial Capital: Page 12, 54-57
	201-3 Defined benefit plan obligations and other retirement plans	BRSR P3: Page 216
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	AR: Page 85 BRSR P5 Q2: Page 225
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	BRSR P8: Page 240
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	BRSR P1: Page 211
	205-3 Confirmed incidents of corruption and actions taken	BRSR: Page 211
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	302-3 Energy intensity	BRSR P6 Q1: Page 228
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	BRSR Section B Q5 & Q7: Page 205, 206-207 BRSR P6 Q4: Page 230
	303-3 Water withdrawal	BRSR P6 Q3: Page 229
	303-4 Water discharge	BRSR P6 Q4: Page 230
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GRI 303: Water and Effluents 2018	305-1 Direct (Scope 1) GHG emissions	BRSR P6 Q7: Page 231
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	BRSR P7: Page 239
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	403-2 Hazard identification, risk assessment, and incident investigation	BRSR P3 Q10b: Page 219 BRSR P9 Leadership indicator Q2: Page 244
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GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	BRSR P3 Q8: Page 218
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GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	BRSR P3 Q4, 6: Page 227
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	BRSR P4 Leadership indicator Q3: Page 224 BRSR P8 Leadership indicator Q6: Page 241-242
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	BRSR P9: Page 244
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