"Transcript of 22nd Annual General Meeting of Akums Drugs and Pharmaceuticals Limited held on Friday, July 10, 2026 at 11:00 a.m. (IST)"

Management: Mr. Sandeep Jain - Managing Director
Mr. Sanjeev Jain - Managing Director
Mr. Kewal Handa - Independent Director
Ms. Matangi Gowrishankar - Independent Director
Mr. Satwinder Singh - Independent Director
Mr. Anil Amin - Independent Director
Mr. Sunil Kumar Thakur - Non-Executive Director
Mr. Sanjay Sinha - Whole-Time Director
Mr. Sumeet Sood - Chief Financial Officer
Mr. Dharamvir Malik - Company Secretary & Compliance Officer

Dharamvir Malik: Good morning, dear shareholders, I welcome you all to this 22nd Annual General Meeting of your Company. This AGM is being held through video conference and other audio-visual means. Before we proceed further, I would like to take you through certain important points for participation and voting at this AGM. The facility of joining the AGM through the video conference is made available for all shareholders of the Company on first-come and first-served basis. In accordance with the Companies Act, 2013 and SEBI (LODR) regulations, the Company has provided shareholders the facility to cast their votes through the e-voting system administered by NSDL. Facility for voting during the meeting is also provided for the shareholders present here and who have not voted yet. Members participating in this meeting can cast their votes on the NSDL voting website by using the login methods detailed in the AGM notice. Statutory registers and other documents as required under the Companies Act, 2013 are available for inspection by the shareholders. Pursuant to Section 113 of the Companies Act, the Company has received resolution from certain shareholders of the Company, who have appointed their authorized representatives to participate and vote at this meeting. Such shareholders hold approx. 6.85 crore equity shares, which represent 43.52% of the Company's paid-up capital. As there is no physical attendance of members, the requirement of appointing proxies is not applicable. To ensure smooth and seamless conduct of this meeting, all shareholders are by default placed on mute mode to avoid any disturbance arising from the background. During the AGM, if any speaker shareholder faces any technical issue, then such shareholder can contact the helpline number mentioned at page number 259 of the integrated report, which has been shared with you. During the AGM, if any shareholder loses connectivity, then you are requested to please check your bandwidth connection and log in again. Further, the shareholder may note that the Board of the Company have elected Shri Sandeep Jain as Chairman for this Annual General Meeting and therefore, I now request Chairman Sir to take over the proceeding of this meeting and conduct this AGM. Over to you Sir!

Sandeep Jain: Namaskar, shareholders. I welcome you all to the 22nd Annual General Meeting of the Company and I thank all the members who are joining this meeting today. As the requisite quorum is present, I call the meeting to order. I invite all Directors who have joined today on video conference to introduce themselves. Let me start with requesting Shri Sanjeev ji, Co-founder and Managing Director.

Sanjeev Jain: Sabko Namaskar members, mera naam Sanjeev Jain me aapka Managing Director, me chairman bhi hu risk management committee ka or Member hu CSR, Stakeholder Relationship Committee ka. Me ye jo meeting hai apne office delhi se attend kar raha hu.

Sandeep Jain: Thank you, Shri Sanjeev Jain ji. You are on mute. We cannot hear you, Mr. Sanjay Sinha.

Sanjay Sinha: Good morning, members. I am Sanjay Sinha, Whole-Time Director of your Company since 2024. I am attending this meeting from our Haridwar facility.

Sandeep Jain: Thank you, Shri Sunil Thakur ji.

Sunil Thakur: Hello, everyone. This is Sunil Thakur. I am a Non-Executive Director on the Board. I am joining this meeting from my office in Delhi, and I welcome you all to this AGM. Thank you.

Sandeep Jain: Ms. Matangi Gowrishankar ji.

Matangi Gowrishankar: Namaste to everyone. I am Matangi Gowrishankar. I have been an Independent Director on the Board of your Company since 2022. I chair the NRC, and I am also a member of the Audit Committee, Stakeholder Committee, Risk Management Committee, and CSR Committee. I welcome you to this AGM.

Sandeep Jain: Shri Kewal Handa ji.

Kewal Handa: Namaskar and very good morning to all of you. I am Kewal Handa, Independent Director since 2012. I am the Chairman of the Audit Committee and Member of the NRC and Risk Committee. I welcome you all to this AGM. Thank you.

Sandeep Jain: Thank you, Shri Satwinder ji.

Satwinder Singh: Good morning all. I am Satwinder Singh, Independent Director of the Board of the Company. I am also Chairman of the Stakeholder Relationship Committee and the NRC. I welcome you all for the 22nd AGM of the Company. Thank you.

Sandeep Jain: Thank you. Shri Anil Amin ji.

Anil Amin: Good morning and namaskar to all. I am Anil Amin, an Independent Director of your Company. I am member of the Audit Committee and NRC. Thank you.

Sandeep Jain: Thank you. Along with the Board members, we have Mr. Sumeet Sood, Chief Financial Officer, and Mr. Dharamvir Malik, Company Secretary and Compliance Officer. In addition, we also have our other senior executives and statutory and secretarial auditors of the Company joining this meeting from their respective locations. Since notice convening this AGM is already circulated to the members, I take the same as read. Now I will begin my address to the shareholders.

Dear shareholders, good morning and a warm welcome to all of you to the 22nd Annual General Meeting of Akums Drugs and Pharmaceuticals Limited. On behalf of the Board of Directors, I would like to express my sincere gratitude for your continued trust, confidence and support. Your encouragement has been instrumental in shaping your Company into an institution it is today. An institution built on manufacturing excellence, innovation, integrity, and unwavering commitment to improving quality and cost of medicines. FY2025-26 has been a year of progress, resilience, and strategic execution. Despite global economic uncertainties, pricing pressure in certain pharmaceutical segments, and the dynamic business environment, your Company continued to strengthen its position as India's largest Contract Development and Manufacturing Organization CDMO, while taking decisive steps toward becoming a globally relevant pharmaceutical manufacturing partner.

Macroeconomic and CDMO industry context, the global economy continues to navigate geopolitical challenges, evolving trade dynamics and shifting supply chains, at the same time, healthcare remains one of the most resilient and fastest growing sector worldwide. India's pharmaceutical industry is increasingly being recognized as a strategic pillar of both national healthcare and global supply chains. The growth preference for outsourcing increasing demand for complex formulations, regulatory diversification by global pharmaceutical companies and India's manufacturing competitiveness are creating significant opportunities for the CDMO sector. We believe this structural trend strongly favors Akums and validates the strategic choice we have made over the years.

FY2025-26, financial year highlights and dividend. I am pleased to inform you that Akums delivered a strategic financial and operational performance during the year. Our consolidated total income increased near to Rs.4488 Crores while EBIT grew to 13.3% to Rs.522 Crores. Profitability improved through better operational efficiencies, enhanced capacity utilization, disciplined cost management, and addition to high margin customers. Most encouragingly, operating cash flow strengthened significantly and our net cash position expanded substantially to over Rs.1600 Crores, reinforcing our balance sheet and providing us with the financial flexibility required to pursue both organic and inorganic growth opportunities. Our Board has recommended a dividend of Rs.3 per share, which includes final and a special dividend, reflecting both our confidence in business and our commitment to delivering value to the shareholders.

Strengthening our leadership in CDMO. Our CDMO business remains the cornerstone of Akums' success. During the year, CDMO revenues grew to approximately Rs.3500 Crores and contributed nearly 80% of the total revenues. This growth was supported by strong volume expansion, deep customer relationship, and enhanced manufacturing capabilities. Today, Akums serves more than 1400 pharmaceutical and wellness companies and is a trusted partner to 26 of India's top 30 pharmaceutical companies. Since inception, we have commercialized over 4100 formulations across more than 60 dosage forms. Our leadership position is not merely a function of scale. It is rooted in quality, compliances, innovation, and execution excellence. Building the next phase of growth, one of the most significant achievements for 2025-2026 was the advancement of our international expansion strategy. A landmark milestone was the formation of our joint venture with the Government of the Republic of Zambia. Through this partnership, Akums will establish a pharmaceutical manufacturing facility in Lusaka, creating a strong manufacturing presence in Southern Africa and contributing towards healthcare self-sufficiency in the region. Our successful EU GMP accreditation, completion of international audits and initial commercial supplies to the European market demonstrate that Akums possesses the quality system and regulatory capabilities necessary to compete in high regulated global markets. A particularly significant endorsement of our capabilities was the long-term European CDMO contract secured with a leading global pharmaceutical Company. The partnership represents not merely a commercial opportunity but a validation of world-class manufacturing standards built by Akums over the last two decades. Building on these opportunities, we aspire to transform Akums into a truly global CDMO organization with meaningful contributions from international market, particularly Europe and Africa. We expect these regions to become important pillars of growth alongside India. To achieve these objectives, we have developed a pipeline of 10 plus products to launch in Europe and are in the process of certifying up to four more plants for European accreditations. These initiatives combined with our quality systems and state-of-the-art manufacturing facilities are expected to deliver sustainable double-digit growth and improved profitability over time.

Innovation as a competitive advantage. Innovation continues to remain at the center of our growth strategy. Our four R&D centers supported by more than 370 scientists and researchers allow us to continuously develop differentiated formulation and advanced drug delivery platforms. During the year, cumulative DCGI approvals crossed 1035 more than 230 dossiers were filed, 486 products were developed, patent filing continued to increase, strengthening our intellectual property portfolio. We have advanced capabilities in complex formulations, including triple-layer tablet, osmotic pump technologies, modified relay system, trial injectables, and various specialty dosage forms. These capabilities positions Akums favorably in industry increasingly moving towards complex, differentiated, and higher-value products.

Manufacturing Excellence at Scale. The theme of our integrated report this year, manufacturing excellence delivered globally, captured the essence of our strategic direction. Today, Akums operates 14 manufacturing facilities with an annual capacity exceeding 50 billion units during FY25-26. We invested over Rs.220 Crores towards manufacturing expansions, technology upgradations, compliance enhancement and future growth strategy. With the capacity utilization continues to improve and new facilities gradually ramping up, we believe substantial operational leveraging remains available for future growth.

Commitment to sustainability. As we grew, we are equally committed to growing responsibly. Sustainability is fully integrated into our business strategy and value creation framework. I am pleased to share some notable achievements during the year. 76% reduction in SOx emissions, 56% reduction in Scope 1 emissions, 31% renewable energy contribution to total energy consumption, significant water conservation and recycling initiatives across facilities, strengthened wastewater management and environmental governance systems. These achievements demonstrate that operational excellence and environmental responsibilities can progress together.

Our people, the foundation of our success. Every achievement of Akums has been made possible by our people. Today, our workforce comprises more than 18,000 personnel, which includes regular employees and contractual workers. We continue to invest heavily in training, safety, leadership development, diversity and employee wellbeing. I am particularly pleased that our safety culture, learning initiatives, and employee engagement program continue to strengthen year-after-year.

On behalf of the Board, I extend my heartfelt appreciation to every member of Akums family for their dedication, commitment, and contribution.

Governance and Compliances. As a recently listed Company, we recognize that governance, transparency, accountability are fundamental to long-term value creation. The Board remains committed to the highest standard of corporate governance, ethical conduct, risk management and stakeholder engagement. Strong governance is not merely a compliance requirement. It is the foundation of stakeholder trust and sustainable growth. Looking ahead, as we enter FY2026-27, we remain optimistic about the future. The long-term growth drivers of Akums are stronger than ever. Increasingly global outsourcing of pharmaceutical manufacturing, growing demand for complex formulations, supply chain diversification away from concentrated geographies, expansion into regulated international markets, rising healthcare consumption globally, continued innovation across pharmaceutical and wellness segments. Our priorities remain clear, strengthen CDMO leadership, expand regulated market presence, improve capacity utilization and margin profile, accelerate innovation and differentiated product development, execute the Zambia and European growth initiatives successfully, deliver sustainable long-term value to all stakeholders.

Society. While driving financial performance remains our core mandate, true leadership requires us to measure our success by the broader impact we have on society, we leave on society. A key highlight to our presence this past year has been our corporate social responsibility initiatives, where we have committed significant capital towards empowering people from vulnerable and marginalized groups. We have also expanded our social equity framework by establishing skill enhancement and support programs to train and support vulnerable groups individuals.

In closing, I would like to thank our shareholders, customers, employees, suppliers, regulated bankers, business partners for their unwavering support. Akums was built on a simple but powerful belief that world-class pharmaceutical manufacturing from India can serve healthcare needs globally. Today, that vision is becoming a reality. With a strong balance sheet, differentiated capabilities, global opportunities, and an exceptional team, we are confident that the best chapters of Akums' growth story are still ahead. Thank you for your continued trust and partnership in Akums journey. I wish you and your family good health, happiness and prosperity. Thank you.

Dharamvir Malik: Thank you so much Sir for your address to the shareholders of the Company and I believe that this address must be giving the reassuring confidence to the shareholders of the Company. Now we will move to the next part of the AGM. Shareholders may note that the auditor's report of the financial statements and the secretarial audit report for the financial year ended on 31st March, 2026 are part of the notice and hence not required to be read at this meeting. As this meeting is convened through video conference, the resolutions have already been put to vote through remote e-voting and the requirement to propose and second are also not applicable for this meeting. Now, I will take up the agenda item as set forth in the notice of this AGM. Item number one is to adopt the standalone and consolidated financial statement of the Company for FY2025 and 2026 and the reports of auditors and directors thereon. Item number two is to declare a dividend on the equity of the Company for the financial year ended on 31st March, 2026. Item number three, to reappoint Mr. Sanjay Sinha who retires by rotation as Director and being eligible offer himself for reappointment. Item number four, to ratify remuneration of cost auditors for the FY2026 and 27. Item number five, to approve revision in remuneration of Shri Sanjeev Jain, Managing Director and Promoter of the Company. Item number six, to approve revision in remuneration of Shri Sandeep Jain, Managing Director and Promoter of the Company. All these resolutions along with the explanatory statements were provided in the notice circulated to the members and to vote on the agenda items, members who have not casted their vote yet and are participating in this meeting can cast their votes during the meeting through the e-voting system provided by NSDL. Now we will begin with the question or comment session. Speaker shareholders can ask their questions pertaining to any item set forth in the notice or any other aspect of the Company. During the Q&A session, name of the registered speakers shareholders will be announced one-by-one. We request each speaker shareholder to please keep their comments brief and relevant to the agenda items to ensure everyone gets a fair opportunity to participate in the meeting. If any speaker shareholder is not able to switch on video for any reason, please use the audio mode only and to ensure greater clarity and to minimize the background noise, we recommend that you use your earphones. We also recommend to use the proper lighting at your venue for better video experience and if any speaker shareholder is not able to speak due to connectivity issue, the next speaker shareholder will be allowed to ask the question, and the earlier shareholder may be given another opportunity to speak if the time permit and to avoid repetition the answer to all the questions will be provided by Chairman Sir towards the end of this Q&A session. Now, I would request speaker shareholder number one of the day, Mr. Lokesh Gupta. Sir, you can go ahead and ask your question, please.

Lokesh Gupta: Namaskar, Sir. Chairman Sir, main Delhi se Lokesh Gupta apka sabhi Board members ko sawagat karta hoon. Sir, excellent Chairman speech ho rahe thi jisme Company ke vartman bhavishiya ke bare mein aapne sab kuch bataya uske baad sawal bachate nahin hain. Sir Viswas bharosa sabse bada hota hain, jo hume aap par hain. Aap par vishwas hain, bharosa hain, Company ke bare mein jo nirnay aap ne pehle liye hai aage lege Company ke hit me hoga. Company ne phale be accha kiya hain, aage be aache karegae. Sir, es ke liye main aap ke leadership mein Company ke har staff ko dhanyavad deta hoon Sir. Sir, dividends hame healthy dividends mila hain. Sir mujhse jaanna hain kya healthy dividends ise tarah hume milta rahega, thoda is baare mein bataye. Sir, aage ki guidance ke bare mein kuch nahin poochunga, vo aap ne bata diya hai. Sir, humein ek bar aapse saal me question poochne milne ka avsar milta hain lekin Company Secretary Sir unki team ke pas hum baar baar jaate hain, detail me reply milta hain iske liye bhi unki team ka poora dhanyavad karongo. Sir, ek request or hain AGM isi portal pe kijiye jisse pan India ke shareholders aap se jude rahe. Ant mein me Company ka sukhad bhavashiya ke liye shubh kamnaaye deta hoon. Dhanayavaad Sir.

Dharamvir Malik: Thank you, Lokesh ji. Now, I would request to speaker shareholder number two, Mr. Nirmal Kumar. Nirmal ji, you can go ahead and ask your question, please. Nirmal ji, are you there? In the interest of time, then I would like to move to our speaker shareholder number three of the day and now I would request Mr. Shripal. Mr. Nirmal is there.

Nirmal Kumar: Am I audible Sir?

Dharamvir Malik: Yes, Sir. Please do it, please.

Nirmal Kumar: Good morning, respected Chairman, Sir, and Board of Directors. Myself, Nirmal Kumar from New Delhi. Sir, mein aapka aur Secretarial Department ko dhanayavad karna chahta hoon jinhone is portal ke through mujhe AGM mein judne ka mauka diya. Sir, aapne ne apni Chairmen speech main Company ke present aur future ke bare mein kaafi achhe se bataya, aur mein asha karta hoon aanewale samya mein hamara Board jo bhi proposal laayega vo Company ke liye beneficial hoga. Sir, aap jis mehnat, lagan, imaandaari, devotion aur dedication se Company mein kaam karte chale aa rahe hain, aur Company ke share ko nayi uchayiyaan dene mein lage hain, Mujhe poora vishwas hain aanewale samya mein hamari Company aur baade mukaam haasil karegi aur hamara share price bhi uncha jayega. Sir, I have only one question. What is the breakup of shareholding pattern of the Company and how many total shareholders are there? I support all the resolutions. Aur Sir, mein Secretarial Department mein hamare CS Sir aur unki team ki dhanayavad karna chahoonga unke humaari koi bhi query hoti hain, hum mail karte hain aur mail par hume turant reply mil jaata hain Sir. Sir, mein Company ke sukhad bhavishya ki kaamna karta hoon. Bahut bahut dhanayavad.

Sandeep Jain: Thank you, Nirmal ji.

Dharamvir Malik: Thank you, Sir. Now, we would like to move to speaker shareholder number three of the day and speaker shareholder number three is Mr. Shripal. Shripal ji, you can go ahead and ask your question, please. Shripal ji, are you there? Now, I would like to move on to speaker shareholder number four of the day and we are having Mr. Tapan Jain at speaker shareholder number 4. Tapan ji, you can go ahead and ask your question please. It seems that Tapan ji is also not able to connect or speak. So, in the interest of time, I would like to move to our speaker shareholder number five, and that is Mr. Praveen Kumar. Praveen sir, if you are listening to me, please go ahead and ask your question.

Tapan Jain: Hello-hello, haa sir tapan jain. Awaaz aa rahe hain Sir?

Dharamvir Malik: Yes, Sir. We are able to hear you. Please go ahead.

Tapan Jain: Sir aapke speech suni, aapne Company ka vartman and bhavisya ke bare mein bataya. Sir, mein aaj ke sabhi prastavit resolutions ka apna dil se smarthan karta hoon. Aage aanewale samay mein hamari Company aachi tarakki karey esi kamana karto hoon. Sir, aanewale samay mein hum kya naya karna ja rahe hain aur hamare Company ka do saal ka kya roadmap hein batana Batana sir. Doosra sir vartman mein suvidhayon ka kshamthaon ka poorn upayog nahin ho raha to Company dwara ek capex mein nirantar nivesh kiye jaane mein kya naya kaaran hain. Mein Secretarial Department ka dhanayavad karna chahta hoon ki mujhe VC ke madhyam se joda aur guide kiya. Aage aanewale festivals ki dher saari shubhkaamnaaye. Thankyou Dhanyavaad sir

Dharamvir Malik: Thank you Tapan ji. Now we would like to have Mr. Praveen Kumar. Praveen ji, please go ahead and ask your question.

Praveen Kumar: Hello, am I audible, Sir?

Dharamvir Malik: Yes, Sir. You are audible. Please go ahead and ask your question.

Praveen Kumar: Myself Praveen Kumar. Am I audible?

Sandeep Jain: Yes, Sir.

Praveen Kumar: A very, very good morning to my honorable respected Chairperson, respected Board of Directors, my fellow shareholders, myself Praveen Kumar and I am attending this meeting from New Delhi, a few observations, which I love to share with the entire house. For that, in the starting of the financial year this is our first interaction with the management, each and every dedicated employee for Company to have a prosperous future coming down to my observation, thank you for your very, very in-depth address to the shareholder. We are looking forward to listen to you. I am the shareholder since IPO and I have the deepest-deepest respect for you because work you are preparing your annual report which is a very, very learning experience for a retail investor like me. Almost everything into it beautifully. I truly salute your leadership, dedication, when you create something which is fantabulous. My brief question to you, we are spending lots and lots of money on R&D that is our backbone I do understand, but if you compare that, the return we are getting that was a bit slow, so please elaborate on that. I would love to hear from you and as far as the corporate governance is concerned, I would love to thank our respected CFO, CS, they are the biggest asset mark my words, Sir. Even during the course of the year, what I experienced myself, if I have any update about the Company that truly promptly delivered to me via mail. So, I am very, very thankful that doubly assure my morale as far as my investment in the Company.

Always a red carpet welcome with a curious and update, so wonderful and thank you very much for this opportunity to share my views and my observation. Jai Hind, Sir. Jai Hind.

Dharamvir Malik: Thank you, Praveen ji. Thank you so much for your words of appreciation. Then we will move to our speaker shareholder number six, we will be having Mr. Chander Jeet ji. Sir, Chander Jeet ji, you can go ahead and ask your question, please. Chander Jeet, Sir, are you there? It looks like that Mr. Chander Jeet is not able to connect with us. So, we would like to move to the next speaker shareholder and we are having Mr. Sachin Singhal. Sachin Sir, you can go ahead and ask your question please. Sachin sir, we are waiting for your question or your comments. Okay, if any of the speaker shareholders who are not able to connect with us and they will able to connect with us subsequently we will consider if the time will permit us and now we would like to move speaker shareholder number eight and we are having Miss. Neeru, Neeru Madam, you can go ahead and ask your question.

Neeru: Am I audible?

Dharamvir Malik: Yes Madam, please go ahead.

Neeru: Good morning respected Chairman, Board Members and my fellow shareholders. First of all, I would like to congratulate the Chairman and the entire team for the Company's good performance. Thank you for keeping shareholders well informed. The annual report and today's presentation were very informative and most of the questions I had have already been answered. I just have one question. How is FY2027 going to be business wise? Thank you and I wish the Company and the entire team continued success in the years ahead. Thank you very much.

Dharamvir Malik: Thank you Neeru ji for your question and your comments and now we would like to move to speaker shareholder number nine for the day and now we are having Mr. Ankur Chanda. Ankur Sir you can go ahead and ask your question please.

Ankur Chanda: Am I audible.

Dharamvir Malik: Yes, you are.

Ankur Chanda: Good morning to everyone. I just want to say that our corporate governance is too good to isme kuch dikkat to hain nahin baaki hum consistently grow kar rahe hain aur woh cheez hamare share price mein nhi reflect kar rahi hain. Fir bhi mein ek chotta sa question poochna chahunga that what will be the Company in like four to five years from now. Bas mein itna hi jaanna chahuga, baaki to reply mil hi gaya hai mereko lagbhag. Dhanyavaad.

Dharamvir Malik: Thank you Ankur ji. Now, I would like to move to speaker shareholder number 10 of the day and as a speaker shareholder number 10 we are having Ms. Elizabeth Mascarenhas. Madam, you can go ahead and ask your question, please.

Celestine E Mascarenhas: Am I audible?

Dharamvir Malik: Yes, Madam, you are.

Celestine E Mascarenhas: I think visible also. Thank you so much. Respected Chairman, MD Sandeep Jain and Sanjeev Jain, other Honorable Directors on the Board, my dear fellow shareholders, I am Mrs. C. E. Mascarenhas speaking from Mumbai. First of all, I thank the Company Secretary, Mr. Dharamvir Malik and his team, especially Gaurav for sending me an e-annual report as well as in time and also registering me as a speaker at my request. Thank you, but I would prefer a physical annual report because I have a lot of eye problems. Thank you. Annual report is full of information, facts, figures, and self-explanatory, adhering to all the norms of corporate governance. Our working is good, therefore a very good dividend of Rs.3 share. We would also lookout for a little more dividend in future because we have to be more and more sustainable. Now I congratulate for all the awards and accolades, which are received during the year, also very good CSR work, ESG and climatic changes are very documented in our annual report. Now I come to my queries. We offer cutting-edge pharmaceutical manufacturing services, delivery, safe and effective formulation, nutraceutical specialization I would like to know how much margins we are getting in nutraceutical? We enjoy the margins. We are the largest I understand CDMO how much of margins we are getting in this business? Our promoter holding is 75.26 how and when you will bring down below 75%? What will be my company is having with excess cash where it will be deployed could you throw some light? How much is spent on AI, gen AI, cybersecurity, R&D innovations? Do we have exports to USA and if so do we have to pay tariffs or not? Lastly but not the least, future roadmap for the next five years, which vertical will be the growth engine with good margins in the background of Middle East war, geopolitical unrest and currency fluctuations. With this, I thank you very much.

Dharamvir Malik: Thank you, Madam. As we can observe that your comments were getting certain questions and I would like to respond to a couple of questions like you requested for the Annual Report either in the physical form. Just to inform you that we have already shared with you, and you will receive the same soon and as far as the shareholding is concerned we are still having about a year time to get that ready and the remaining question will be answered by the Chairman Sir. Moving to the next speaker shareholder holder Mr. Raju Verma. Raju, Sir, you can go ahead and ask your question, please.

Raju Verma: Hello. I am audible, Sir?

Dharamvir Malik: Yes, Sir.

Raju Verma: Good morning, Mr. Chairman and all the Board members. I am Raju Verma, shareholder from New Delhi. First of all, I would like to thank the Secretarial Department for providing me this opportunity. Some of my queries, which I would request you to address are, how is the next generation currently involved in the business? Thank you so much. Thanks.

Dharamvir Malik: Thank you, Mr. Verma. Now, we would like to move to speaker shareholder number 12 and we are having Ms. Urmila as speaker shareholder no. 12. Madam, you can go ahead and ask your question, please.

Urmila Jain: Hello, sir meri aawaaz aa rahe hain?

Dharamvir Malik: Yes, Madam.

Urmila Jain: Chairman Sir, namaskar aur sabhi ko mera namaskar. Main joint shareholder Urmila Jain. Sir aapki speech suni bahut aaccha laga, aapne Company ke vartamaan aur bhavishya ke baare mein bataya hain. Sir main aaj ke sabhi resolutions ka tahe dil se samarthan karti hoon. Sir, humari Company ka future plan kya rahega aage? Aur 2026 or 27 mein hum Company ko kaha tak pahuchane main saksham rahege? Teesra hain ki humaari Company bonus par bhi vichaar kar sakti hain. Aur chotha question hain sir mera ki humaari Company ki veh kun koun si pramukh shaktiya hain jo hame anya se alag or Shrestha banati hai? Thada sa bataye.. Mein Secretarial Department ko dhanyavad karna chahti hoon jinhone mujhe VC ke madhyam se joda aur bolne ke avsar pradaan kiya. Jo mehnat aur lagan se kaam karte hain unke liye manjiley dur nahin hain, Sir, unke liye manjiley dur nahin hain, Aane wale samay hamare liye bahut sunahera rahe. Main baghawan se yahi prathna karti hu ki din dugni raat chauguni tarakki kare. Aaj bhi hum aapke saath hain aur kal be hum aapke saath rahegae. Jai Jinendra, Jai Jinendra. Dhanyavad.

Dharamvir Malik: Thank you, Madam. Now, I would like to move speaker shareholder number 13 and we are having Mr. Raju Upadhyay. So, Mr. Upadhyay, you can go ahead and ask your question, please.

Raju Upadhyay: Hello, Am I audible?

Dharamvir Malik: Yes, Sir, you are. Please, go ahead.

Raju Upadhyay: Very good morning to esteemed Board members, Honorable Chairman. I feel truly honored to be present here today as a guest speaker and I have an opportunity to share my views. I would like to extend my sincere appreciation to the secretarial team for preparing such well-drafted annual report for the 22nd AGM. Every section of the annual report, whether it is corporate governance, it is MDR or BRSR, is self-explanatory and provides valuable insight into the Company operations and performance. Therefore, I don't have any specific question regarding the annual report from the secretarial or statutory auditor teams. However, I want to ask a small question with the Chairman Sir. Could you please share your views on the key risks or challenges that the Company anticipates in the near future and the strategies being considered to mitigate them? That's it from my side. Thank you and I wish the Company continued success in the years ahead.

Dharamvir Malik: Thank you, Mr. Upadhyay, for your wishes and your encouraging words. Now, we would like to move the speaker shareholder number 14 and as the speaker shareholder number 14, we are having Ms. Reena. Madam, you can go ahead and ask your question, please.

Reena Jain: Hello.

Dharamvir Malik: Yes, Madam.

Reena Jain: Namaskar. Adhyaksh Mahodaya.. Mein Reena Jain Delhi se bol rahi hoon. Aapne jo Chairman speech di hai usse mein puri tarah se santosth hoon aur aapko dhanyavaad deti hoon. Mera ek prashma hai. ki apni Company dwara automation ko apnanein aur IT sanrachna ko majboot karne mein kya kya kadam uthaaye jaa rahe hain. Mein CS team ko bhi dhanyavad deti hoon. karvadh. Jai Jinendra.

Dharamvir Malik: Thank you, Madam. So, ladies and gentlemen with that we have covered all the pre-registered speaker shareholder for the day and with this I would now request Chairman Sir to kindly respond to the question of speaker shareholders. Over to you Sir!

Sandeep Jain: Thankyou Dharamvir Ji, Thank you very much. Now I will address the questions that we have heard from the shareholders. In case we miss out some questions then we can reply to you directly as well. I will try to answer all those questions. First of all, I would like to express my sincere gratitude to all the shareholders, who have participated in today's Annual General Meeting. Your questions, suggestions, and observations reflect your deep interest in the Company's progress and long-term success. Many of our concerns raised by the shareholders are the same issues that attention of the Board management team on a day-to-day basis. We value this engagement and remain committed to creating sustainable long-term value to all shareholders. Let me begin by highlighting the Company's financial position and commitment to shareholder data. The Board has recommended a final dividend of Re.1 per share along with a special dividend of Rs.2 per share, aggregating Rs.3 per share per equity for FY25-26. This recommendation reflects our confidence in the Company's financial strength, robust operating cash flow, and net cash position of over Rs.1600 Crores during FY2026. The Company generated operating cash flow exceeding Rs.1180 Crores and continued to maintain a healthy balance sheet, while further dividend will always depend upon profitability, cash generation, growth opportunities, and the Board approval, but still we remain committed to balancing shareholder returns with long-term investment for future growth. The confidence shown by investors in the Company is reflected in our shareholding pattern. The question was about the shareholding pattern. The Company had more than 71,000 shareholders right now as on early July 2026 demonstrating growing investor interest in Akums' long-term growth journey. As we are building for future, we contribute to invest significantly in our people as well. Our employee stock options framework has been established and implementation is in progress. Some shareholders sought clarity of capital expenditure program especially given that current utilization level is around 43% we are utilizing 43% of the manufacturing capacities it is important to understand that our present investments are not merely focused on the capacity, rather they are strategic investment aimed at strengthening our manufacturing capabilities, upgrading technology platform, expanding injectable capacities, announcing complex formulations, capabilities, and preparing our facilities for stringent international regulatory standards, including European GMP compliance. These investment position us to capture further opportunities in regulated markets such as Europe and Africa, while ensuring that the Company remains ahead of evolving our compliances expectations within the pharmaceutical industry. The subject was R&D. Our continued investment in research and development should be viewed through long-term lens. During 2026, we invested approximately Rs.140 Crores in R&D, representing around 3.2% of the total revenue. The pharmaceutical industry, product development, and manufacturing are closely interconnected, and meaningful returns often emerge several years after development efforts begin. Nevertheless, our R&D capabilities have already resulted with more than 1035 DCGI approvals, 65 approvals was during FY2026 only, development of 4486 products during FY2026, 230 dossier filings and more than 129 cumulative patent filings. These investments are building a differentiated and sustainable portfolio that we expect will contribute significantly to future growth, future exports, regulated market revenues, and margin expansions. FY2026 was marked by healthy volume growth, particularly in our CDMO business, which continues to be the primary growth engine for the Company and contributes approximately 80% of our overall revenue. CDMO was 80% and it will still be continuing as CDMO will be the pioneer one. We witnessed strong double-digit volume growth, revenue growth of 8.6% in the CDMO segment, improving capability utilization, and approximately 15% productivity improvement. While declining in API prices affects revenues and profitability in both API as well as CDMO. Due to the cost-plus nature, the certain context, however, we underline demand, environment. Some shareholders have asked about the European market, and for your information that European markets commencement will soon be started and the supplies to Zambia will also be started very soon. Our long-term vision is even more ambitious, we aspire to transform Akums into a truly global CDMO organization with meaningful contribution from international markets particularly Europe and Africa. Over the next four to five years, we expect these regions to become important pillars of growth alongside India business. Geographical diversification, increasing regulated market revenues and a stronger product mix are expected to contribute to sustainable double-digit growth and improved profitability over time. Strong net cash position provides significant flexibility to support the growth agenda. Our capability allocation approach remains disciplined. Surplus cash is currently invested in fixed deposits, while future deployment will focus on strategic capital expenditure, innovation, R&D, and careful selected inorganic opportunities. We continue to explore acquisitions, and that complements our strength in CDMO and export business with a clear preference for profitable business offerings, strategic synergies. You have asked about the next gen. Thank you for that. In the succession planning and next generation leadership, I am pleased to share that all members of the promoter family's next generation are professionally qualified and actively involved in preparing for future leadership responsibilities. Arushi and Kanishk are already contributing in key operational areas. Umang and Shivangi are undergoing extensive exposure across various functions, while Manar is getting valuable external corporate experience before joining to the business. Collectively, they participate in discussions relating to business performance, strategy, and Company's long-term evolution. Presently, we are having 14 manufacturing facilities operating, 370 scientists are serving with us and with 1400 clients. We are serving for 26 out of top 30 pharmaceutical companies. In technology, you have asked about the technology and AI. I would like to touch upon the ongoing digital transformation initiatives. Technology and automation are being increasingly important drivers of efficiency, compliances, and scalability. In our business, we have implemented several advanced systems, including SAP, Darwinbox, Salesforce, CRM, LIMS, e-Lab notebooks, eQMS, and various compliances are operational, monitoring platforms, whereas implementation of S/4HANA is on the way. Today, approximately half of our operations are supported through automation and digital controls, enabling improved productivity, better traceability, enhanced quality standards, productive maintenance capabilities, and stronger regulatory readiness. These investments will continue to strengthen our competitiveness and support long-term margin investment improvements as well. Most of the questions I think that we have answered, shareholding pattern is very well known to everyone and is there in the report as well. The minimal, which we will have to dilute, we will dilute at appropriate time. Then R&D spend, we have already answered, 26, 27. Export to U.S. presently we are not exporting to U.S. I think that I have answered most of the questions. Thank you very much. We are grateful to all our shareholders, who have joined this meeting and offered their feedback and valuable suggestions. I would also like to thank my fellow Board members, who continue to provide enormous guidance to the Board and for attending this meeting. Wish you all very best. Take care and stay safe. Now I authorize the Company Secretary to conclude the meeting.

Dharamvir Malik: Thank you so much, Sir. To answer shareholder questions, members may note that voting on the NSDL platform will continue to be available for the next 30 minutes. Therefore, the members who have not casted their votes are requested to cast their votes. Please note that the result of the e-voting conducted during this AGM, which will be aggregated with the remote e-voting, and the same will be announced within the prescribed timeline and the result will be filed with the Stock Exchanges along with the uploading at the portal of the Company and the NSDL. Since there is no other business to transact and as directed by Chairman Sir I declare the 22nd AGM of the Company as concluded. I thank you all the shareholders attending this meeting and for your continued support. Thank you so much. Thank you everyone.

The 22nd Annual General Meeting concluded at 11:56 a.m. (IST).

(END OF TRANSCRIPT)

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