Strides

Delivering Impact, **Sustainably**

—

Sustainability Report 2024-25

Contents

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Strides Pharma Science Limited
Pharmaceuticals

Top 10%

Corporate Sustainability
Assessment (CSA) 2024 Score

75/100 | Score date | February 5, 2025   For terms of use, visit www.spglobal.com/yearbook.

- Debuts with a stellar ESG rating in S&P Global's 2024 Corporate Sustainability Assessment (CSA).

- Ranked among the "Top 10% of S&P Global CSA Score" across all industries worldwide.

About the Report

Reporting Guidelines[1]

At Strides, we are committed to creating value for our stakeholders while upholding the highest standards of governance and adverse environmental and social impact. Sustainability is essential to our Company's long-term success and sustenance, and we have accordingly integrated these principles into our business operations. This Sustainability Report highlights our Environmental, Social, and Governance (ESG) performance for FY25, as well as our sustainability strategy, plans, challenges, and objectives.

Strides' Sustainability Report is prepared in alignment with the Global Reporting Initiative ('GRI') Standards 2021. We have also mapped our efforts and activities to the United Nations Global Compact to demonstrate our contribution to the global sustainability agenda. In addition to the GRI Standards, we have also considered the Sustainability Accounting Standards Board ('SASB') standards to ensure that our reporting aligns with industry's most material sustainability issues. Additionally, the Business Responsibility and Sustainability Report (BRSR) disclosures made in our Annual Report is aligned with the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015.

Report Boundary and Scope[2]

This report outlines our non-financial performance from April 1, 2024 to March 31, 2025 (FY25). Our sustainability reporting scope for Governance and Social aspects covers 86% of our consolidated revenue for FY25. In addition, we have also covered our partnered facility in Kenya, which is an Associate Company of the group for reporting Social parameters. The list of entities included in the reporting has been provided in Annexure 1 and is together referred to as 'in scope entities' in the report. Reporting on Environment aspects covers all manufacturing facilities, R&D and the Corporate office based out of India. Our manufacturing facilities in India contributed 78% to our total 'Manufacturing revenue' in FY25[4].

We have used the GRI principles to determine the reporting boundary and we have made disclosures on all environmental, social, and governance aspects that are material to our business.

Responsibility Statement

The Board of Directors and Management of Strides Pharma Science Limited hereby confirm that the Sustainability Report FY25 has been prepared in accordance with the applicable guidelines and standards. The report reflects a true and fair view of the Company's sustainability performance, including Environmental, Social, and Governance (ESG) aspects. We acknowledge our responsibility to integrate sustainability into our business strategy to create long-term value for all our stakeholders - customers, employees, investors, suppliers, and the communities we serve. The Board ensures that appropriate systems and controls are in place to monitor and manage sustainability risks and opportunities effectively.

To the best of our knowledge and belief, the information contained in this report is accurate, reliable, and aligns with our commitment to transparency, ethical practices, and sustainable development.

Feedback

We extend our sincere gratitude to all stakeholders for their continued interest and association with the Company. We greatly value your feedback and invite you to share your thoughts on this report with us.

Stakeholder feedback can be sent to:

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

E-mail: sustainability@strides.com

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[1] GRI 2-3 ; [2] GRI 2-2

[3] Includes revenue from 'Other Income' as per the financial statements in our FY25 Annual Report

[4] Manufacturing revenue means consolidated revenue from sale of products manufactured in Strides plants i.e., it does not include revenue from sale of products manufactured by CMOs and products acquired by Strides from third party vendors.

About Strides[5]

Who We Are

Incorporated in 1990, Strides has established itself as a prominent player in the pharmaceutical industry, specialising in the manufacturing of high-quality generic medications across a diverse range of dosage forms, including tablets and nasal sprays.[5] Our extensive product portfolio includes niche products that cater to regulated markets, such as the United States, UK, EU, Australia, and Canada; growth and access markets primarily in Africa, with strategic expansion into the Asia-Pacific (APAC), Middle East & North Africa (MENA), and Latin America (LATAM).

Our agility and expertise enable us to adapt to emerging market trends and harness growth opportunities, ensuring sustained advancement in health and well-being.

Enhancing access to medicines is central to our purpose of advancing well-being for all. We strive to make high-quality treatments affordable, particularly for patients facing life-threatening diseases such as Malaria and HIV.

[5]GRI 2-1

Strides is globally recognised for its commitment to quality and compliance, holding approvals from leading agencies including the US FDA, MHRA, TGA, and WHO. Our state-of-the-art manufacturing facilities spread across India, USA, Italy, and a WHO-approved plant in Kenya, meet stringent international standards and efficiently serve diverse markets.

Our focus on institutional clients, including global procurement agencies and aid projects, positions us as a key supplier in addressing critical health challenges.

As an approved supplier to USAID, the Global Fund, PEPFAR, UNICEF, and WHO, our products reach over 100 countries, including underserved regions in Africa, Asia, and Latin America. Beyond market expansion, we have embedded sustainability into operations from the outset. With majority of our business outside India, we operate under advanced ESG regulations that demand high standards of responsible conduct, achieved through robust governance and a forward-looking mindset.

To drive innovation and broaden offerings, we are enhancing R&D and pursuing collaborations with organisations such as UNITAID and Medicines Malaria Venture (MMV).

These initiatives reflect our dedication to advancing pharmaceutical development and meeting evolving healthcare needs. At the heart of our journey are our people, their expertise, creativity, and resilience ensure compliance, quality, and leadership.

Their commitment, paired with a sharp focus on safety, allows us to exceed industry standards and secure a prominent position in global healthcare.

Our Purpose

We are dedicated to delivering difficult to manufacture complex generic formulations to meet the unique needs of patients worldwide. To capitalise our extensive expertise across specific therapeutic areas and geographies to advance health and well-being.

Our Mission

To be the leading Indian pharma multinational with a reputation for the highest quality and integrity. With a differentiated portfolio focused on attaining leadership, we will provide an unparalleled opportunity for our people and value creation opportunity for our stakeholders.

Our Values

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

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Living our values

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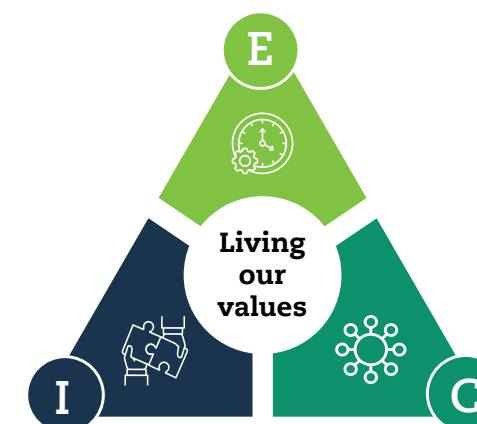
Integrity
We adhere to ethical practices and maintain transparency in our conduct, fostering a culture of trust & integrity in the organisation.

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

About Strides

Our Business

Our success stems from targeting three key markets

- The US
- Growth and Access Markets that include emerging markets in Africa, APAC, LATAM, MENA, and institutional business supported by donors
- Other Regulated Markets (ORM), including the UK, Europe, Canada and Australia

Regulatory Approvals

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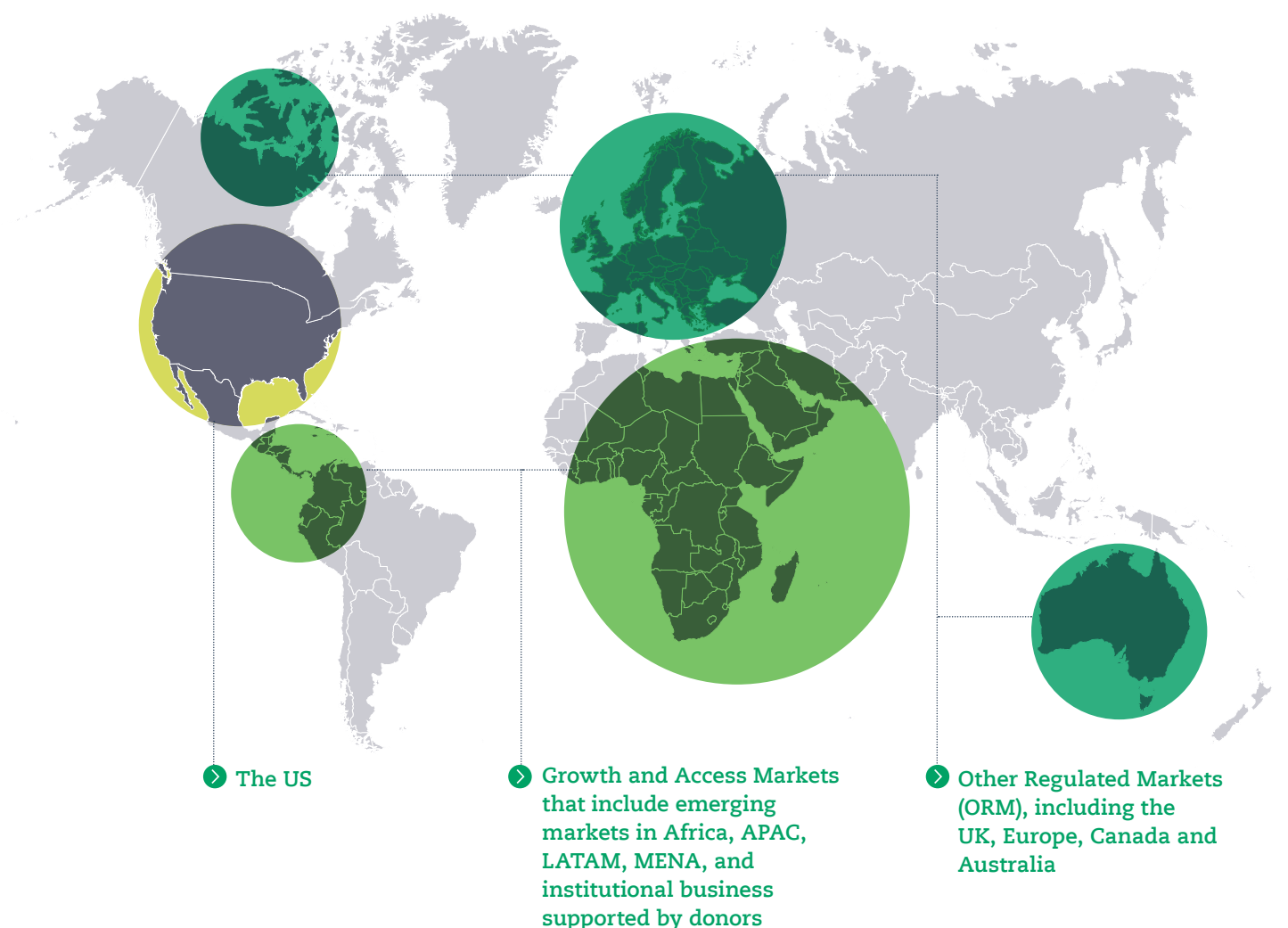2. World Health Organisation
3. MHRA — Medicines and Healthcare products Regulatory Agency (UK)
4. TGA — Therapeutic Goods Administration (Australia)
5. Agenzia Italiana del Farmaco (Italy)
6. ANVISA – Agência Nacional de Vigilância Sanitária (Brazil)
7. Ministry of Health, Welfare and Sport (Netherlands)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

Our Operations[6]

We leverage our extensive global network of manufacturing capabilities, strategically located across key hubs including two sites in Bengaluru, one each in Chennai and Puducherry (India); New York State (United States); Milan (Italy) and Nairobi (Kenya). Our world-class manufacturing facilities spans 7 plants across 4 continents, including four US FDA-approved facilities.

Notably, our partnered facility in Kenya is one of the only two WHO-approved facilities in Sub-Saharan Africa, significantly bolstering our 'In Africa for Africa' mission to improve healthcare delivery across the continent. As a global pharmaceutical company with operations regulated by advanced markets having mature ESG standards and expectations, we have early integrated sustainability principles into our operations. Strides boasts of a diverse multinational profile of customers, investors and employees holding high expectations for our Company's sustainability practices, beyond compliance.

To propel our mission forward, we leverage our expansive footprint, that empowers us to efficiently distribute products to over 100 countries. Our current focus is on fortifying our presence in established markets. We do this through the introduction of new products sourced from our approved portfolio. Simultaneously, we venture into new regions within both regulated and emerging markets, broadening our horizons and seizing fresh opportunities for growth.

[6]GRI 2-1, 2-6

Our ESG Journey

Building on our sustainability milestones, we are charting a forward-looking roadmap that strengthens governance, advances climate and biodiversity action, embeds ESG in sourcing, and deepens human rights and risk frameworks to ensure resilient, responsible growth.

Past milestones

Strides Foundation launched in 2010 to support education and healthcare.

Strides recognised as the first Indian company to commence the export of Favipiravir tablets for COVID-19, including to countries such as South East Asia, Gulf Cooperation Council (GCC).

Signatory to the United Nations Global Compact since December 2023.

We streamlined BRSR disclosures, conducted a Materiality Analysis, improved our Ecovadis score and published our inaugural Sustainability Report.

Establishing a **'Decarbonisation Strategy'** as we work towards reducing our carbon footprint

Developed our **Sustainable Sourcing Framework**, which embeds ESG

Conducting **Product Life Cycle Assessments**

Developing **Human Rights Assessment & Mitigation Framework**

Conducting a **comprehensive Climate Risk Assessment** to identify and mitigate potential impact on our operations and value

Fortifying **governance structures** by extending the scope of Risk Management Committee, now operating as the "Risk Management and Sustainability Committee"

Undertaking **Biodiversity Risk Assessment** to identify potential impact on local ecosystem assessment and develop targeted conservation strategies

Roadmap Beyond 2025

At Strides, completing 35 years is a proud milestone that reflects how far we have come and reaffirms the growth mindset that has guided us. From the very start, we have been dedicated to building for the long term, anticipating change, making bold choices, and acting with purpose. Our growth has always been about more than just scale; it's about delivering impact, sustainably, by strengthening our foundation through supply chain resilience and a portfolio that meets the needs of the communities we serve.

Celebrating 35 YEARS of Strides

To mark this significant milestone, we launched several initiatives with people-centric approach, and a clear sense of purpose. These efforts focused on empowering our teams, enhancing our capabilities, and creating meaningful, lasting value, ensuring that our progress benefits not only the business but also the communities and individuals connected to our journey.

To celebrate our remarkable 35-year journey, we have launched a series of meaningful initiatives designed to inspire, engage, and strengthen our Strides family across every level:

Year-long Engagement and Celebration: Implemented a dynamic 12-month programme focused on sustainability, and a people-centric culture, aimed at enhancing employee engagement and uplifting morale through diverse activities.

Dedicated Theme Months: Celebrated Sustainability Month, DEI Month (highlighting belongingness, diversity, and tenure), Safety & Fitness Month, and Mental Health Awareness Month, driving awareness and participation.

Talent and Creativity Showcases: Organised initiatives such as Strides Got Talent, employee interest groups, and sports programmes to celebrate creativity, passion, and team spirit.

Community and Well-being Initiatives: Conducted CSR-driven programmes to build stronger communities and encourage holistic well-being throughout the year.

Leadership in the Spotlight: Enhanced leadership visibility through engaging social media and offline campaigns, featuring senior leadership bytes that shared inspiring journeys and visionary insights.

Tokens of Appreciation: Presented commemorative mementoes to all employees as a gesture of gratitude for their dedication and contributions.

Reaffirming Our Values: Reinforced commitment to ICE values through vibrant offline and online initiatives, supported by the innovative SEEK app.

Empowering Education: Advanced the 'Vidyadhara' Model School initiative under the Strides Foundation, dedicated to nurturing and empowering future generations.

25 years of listing at NSE, a milestone moment:
Bell Ringing Ceremony

We proudly celebrated 25 years since our listing on the National Stock Exchange of India (NSE) with a grand bell-ringing ceremony. The event was honoured by the presence of Strides' MD & CEO, Audit Committee Chairperson and the senior leadership team along with NSE's MD & CEO, Mr. Ashish Kumar Chauhan and other dignitaries from both Strides and NSE, thereby highlighting the significance of this milestone.

The ceremony celebrated our enduring market presence and reaffirmed our commitment to growth, transparency, and value creation for stakeholders. This occasion reflected on our journey audio visually as well as special address from Strides and NSE's MD & CEO. It also validated the trust our investors and partners have placed in us over the years.

Journey of creating Impactful and Affordable Healthcare Solutions from 1996 to 2025
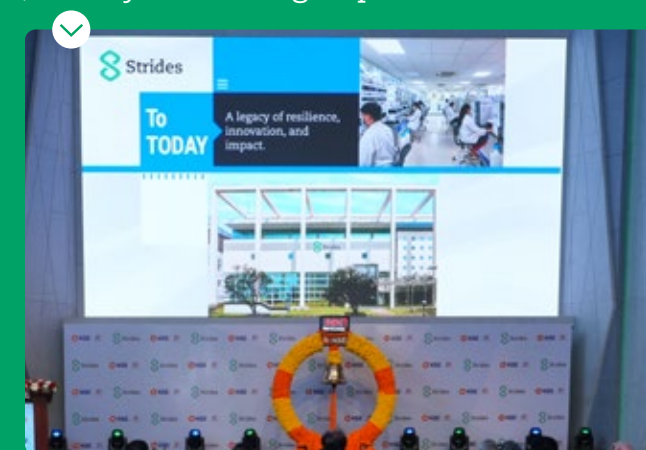
Ashish Kumar Chauhan, accolading Strides

Bell Ringing Ceremony with NSE and Strides Team

Message from the Leadership

> We are honoured to share that our very first participation in S&P Global's Corporate Sustainability Assessment (CSA) earned us a remarkably high CSA score of 75, an achievement that reflects the dedication, integrity, and hard work of our entire team."

Arun Kumar
Founder & Non Executive Chairperson

Badree Komandur
Group CEO & Managing Director

Dear Friends,

It is with great pride and gratitude that we present our second consecutive Sustainability Report, a testament to our ongoing commitment to responsible business practices and long-term value creation.

We are honoured to share that our very first participation in S&P Global's Corporate Sustainability Assessment (CSA) earned us a remarkably high CSA score of 75, an achievement that reflects the dedication, integrity, and hard work of our entire team.

We extend our sincere thanks to all the stakeholders, employees, and partners who have contributed to this milestone. This recognition is not just a moment of celebration, but a motivator to raise the bar even higher. Sustainability is no longer a peripheral objective; it is a core pillar of how we operate and grow. As we continue to build a resilient and future-ready organisation, we are taking deliberate and strategic steps that align with global standards while remaining deeply rooted in our Company's values, i.e., Integrity, Competency and Efficiency.

At Strides, we are committed to delivering sustainable healthcare solutions, rooted in a people-centric approach. We believe that true progress starts with valuing the contributions of every employee and fostering a mindset that prioritises sustainable practices. Accordingly, we are placing strong emphasis on employee development programmes that cultivate a positive attitude toward sustainability at every level of the organisation. This behavioural

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culture shift is already beginning to enhance our internal culture, encouraging actions that support our long-term goals. Additionally, we are continuing to strengthen our leadership pipeline through succession planning at all senior levels, ensuring that future leaders are equipped to carry forward our vision with conviction and clarity.

At the core of all our initiatives is strong and adaptable governance, which guarantees that our sustainability priorities are seamlessly woven into strategic decision-making. Our board is actively driving transparent ethical governance and aligning with our ESG vision and mission, ensuring that these principles are reflected across all levels of the organisation.

Our commitment extends beyond financial metrics to create enduring value that positively impacts the environment, promotes social equity, and ensures ethical governance.

All operational levers that we have put in place are detailed in this report. These initiatives not only provide a clearer picture of our environmental, social,

and governance pillars but also enable us to take more focused, data-driven, and informed steps forward. We are also integrating these insights into our operations including innovation pipeline, supply chain decisions, and risk management frameworks to ensure long-term resilience and value creation. As we continue to evolve, we invite our stakeholders to actively engage with us, share insights and co-create solutions, as we strive to lead with purpose, transparency, and responsibility.

Looking ahead, our focus remains towards continuing to embed sustainability into every facet of our business with purpose and accountability. We recognise that the journey towards a more sustainable future demands continuous learning and collaboration.

We are committed to leading by example, guided by our values, and driven by a shared responsibility to create a long-lasting positive impact. Together with our stakeholders, we will continue to shape a future that is not only resilient and inclusive, but also sustainable, for our people, our communities, and the planet.

Message from the Chief Sustainability Officer

> "Building collaboration is the cornerstone of business transformation, as it ensures our sustainability efforts not only meet today's needs but also pave the way for a resilient future."

Sormistha Ghosh
Group General Counsel, Chief Risk & Sustainability Officer

Dear Stakeholders,

At Strides, our sustainability journey is grounded in the belief that creating long-term value must go hand in hand with creating positive impact for our customers, people, communities, and the planet.

As custodians of health, we recognise that the challenges we face- climate change, biodiversity loss, and health equity are deeply interconnected and demand bold ambition, disciplined execution, and above all, accountable leadership. This foundational strategy is anchored in a well-defined ESG vision and mission, steering us toward sustainable excellence and a value-driven corporate culture.

United for Impact: Driving Sustainability Through Internal Collaboration

FY25 marked an important turning point for our organisation as we moved beyond foundational efforts to integrate ESG into our business strategy, operational planning, and governance architecture. At Strides, sustainability is a core business priority supported by wide accountability mechanisms. We have built a central sustainability axis by forming a dedicated internal sustainability team to navigate long-term sustainability goals across functions. At the heart of this axis is the organisation's belief in building cross-functional capabilities which has enabled in creating a resilient sustainable business transformation. This is also reflected in my role as a Chief Sustainability Officer (CSO), a unique position that confirms our belief that sustainability must be reinforced through strategic continuity. Therefore, we have focussed on equipping teams from different business functions as we believe that sustainable outcomes emerge from enterprise-wide alignment and not in silos.

Ethical & Effective Governance

At Strides, we have established a comprehensive governance structure to address sustainability issues. Our commitment is reflected in leadership at both the board and executive levels. The Committee's scope has been strategically expanded to encompass sustainability, recognising it as a critical component of the Company's overall risk landscape. This evolution reflects the growing global emphasis on sustainability governance and reinforces the Committee's ongoing role in guiding the Company's response to emerging environmental, social, and governance (ESG) risks. The Committee operates under a formalised RM&SC charter that focuses on identifying and prioritising key ESG issues to seamlessly integrate sustainability into our business operations and strategy, enhancing resilience, capitalising on emerging opportunities, and driving Strides' commitment to responsible and sustainable pharmaceutical manufacturing.

Environmental Excellence

From an environmental standpoint, this year marks a strategic advancement of our long-term vision. We began the development of our decarbonisation roadmap by setting ambitious targets to meet near-term and net-zero goals, prioritising a reduction in Scope 1 and Scope 2 emissions. We are also advancing our efforts on Scope 3 emissions reduction by engaging with key suppliers, logistics partners, and contract manufacturers to set targets and co-create decarbonisation pathways across the ecosystem. In our efforts to strengthen the decarbonisation strategy, we have committed to Science Based Target Initiatives (SBTi) to validate our near-term and net-zero targets within prescribed timelines.

In addition, our Climate Risk Assessments examine both the physical impacts of environmental change and the transitional risks arising from evolving policy landscapes. This insight empowers us to proactively adjust our business operations with agility and strategic foresight, enhancing resilience in the face of shifting climate conditions.

Lifecycle and Biodiversity Assessments

As part of our broader environmental responsibility, we have also begun focusing on Product Life Cycle Assessment (LCA). To begin with, we are carrying out LCA for one of our key products. We also launched a biodiversity risk assessment at two of our largest manufacturing sites- KRSG Bengaluru and Puducherry- aimed at identifying potential ecological impacts on surrounding flora and fauna and developing mitigation plans. This will help us comprehensively understand how to embed nature-positive practices into how we design, operate, and grow, especially in regions wherein our operations intersect with fragile ecosystems.

Human Rights and Supply Chain Responsibility

Our commitment to responsibility also encompasses human rights, where thorough impact assessments enable us to identify challenges that affect our stakeholders. These insights guide us in crafting effective mitigation and remediation plans, ensuring equity and protection throughout our practices. In our supply chain, we have developed a Responsible Supply Chain Framework to ensure supplier governance, facilitate ESG compliance, and conduct thorough risk assessments, fostering a resilient and ethical supply chain. This year, we took significant steps to deepen our commitment to human rights and supply chain responsibility, launching our first formal Responsible Sourcing Policy and carried out an independent human rights assessment for our India operations.

Commitment to Transparency and Accountability

We continue to enhance corporate transparency by aligning reporting practices with frameworks like GRI, UNGC, S&P DJSI, and SEBI's BRSR Reporting. Coupled with a strategic Enterprise Risk Management framework, we manage risks comprehensively while providing a holistic view of our operational impact. We are especially honoured to share that our very first participation in S&P Global's Corporate Sustainability Assessment earned us an impressive CSA score of 75, an achievement that reflects the dedication, integrity, and hard work of our entire team.

In line with our long-term vision, we have also initiated a strategic roadmap- 'Strides for Tomorrow', which entails our forward-looking succession and sustainability transition plan. This initiative aims to ensure business continuity, deepen internal capability, and create a talent pipeline that will carry our sustainability agenda forward into the future.

Each element of this ESG journey interweaves into a complete fabric of sustainability. It is a testament to Strides' dedication to ethical practice, innovation, and environmental stewardship. We invite all stakeholders to join us in crafting a future that harmonises healthcare solutions with the health of our planet, ensuring prosperity through responsible practices. Together, let's continue to stride towards a sustainable future.

FY25 ESG Highlights

Sustainability achievement dashboard

Ethical & Effective Governance

100%
of our employees have been trained in the Code of Conduct

93.1%
average Board meeting attendance

40%
of Independent Directors are women

62.5%
of our Board of Directors are Independent Directors

3
Independent Directors with Pharmaceutical Industry Experience

Risk Management & Sustainability Committee
formerly known as the Risk Management Committee - scope expanded to include sustainability

Access to Healthcare

2.4 billion
doses of AL supplied for Malaria since 2013, reaching and benefiting patients across more than 60 countries worldwide

12th EDCTP
forum in Rwanda marked the platform where we showcased our innovative approach to addressing severe malaria challenges in remote areas through the SEMA ReACT study

800 billion
doses of TLD have been supplied for HIV since 2020, benefiting patients across more than 26 countries worldwide

Continued donation of rectal Artesunate (RAS)
for use in the SEMA ReACT study, with shipments delivered to the DRC and Zambia in March 2025

900+
industry experts engaged through 60 scientific congresses under our 'In Africa for Africa' programmes, complemented by reaching 24,000+ professionals via digital platforms across Francophone Africa, supporting 125 students with targeted grants, and facilitating 900 stakeholder dialogues with 13,000+ participants to elevate healthcare education and awareness

FY25 ESG Highlights
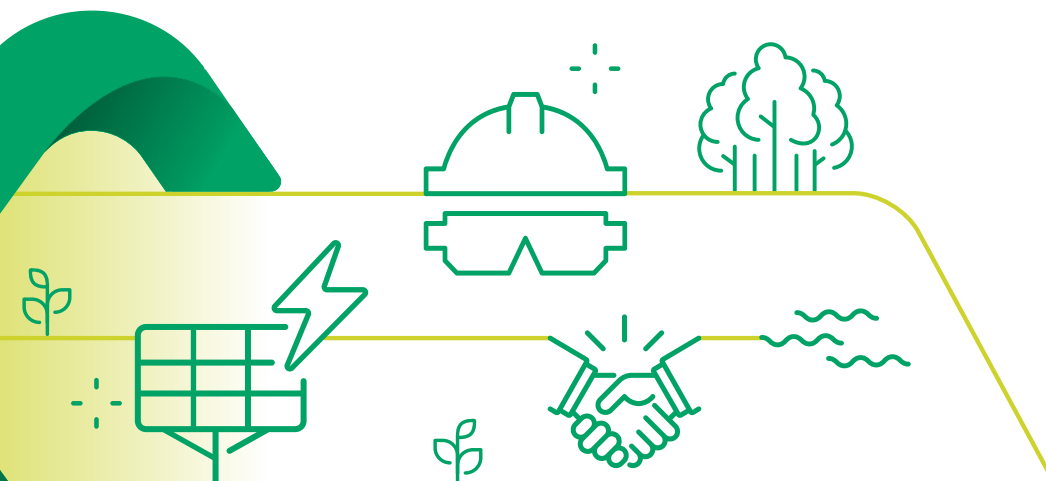
Empowered People

~140,000
hours spent on Learning and employee development programmes (including contractors)

₹11,283
average amount spent per FTE per annum on training and development

24%
of consolidated PAT represented cumulative employee-related expenses for in-scope entities

Purposeful Partnership

Supplier Capacity Building Workshops
conducted on ESG-related topics, which were cumulatively attended by **68%** of the Company's vendors for APIs, excipients, and packaging material

Formalised a
Responsible Sourcing Framework
for all our operations

Product Quality and Safety

Zero
incidents of non-compliance concerning the Health and safety impacts of products and services, and Product and service information and labelling

Continued focus on digitisation
to improve product quality and safety by limiting manual interventions

Project RISE 2.0
initiated at KRSG to showcase leadership in innovation using digital transformation as a focus area

Social Impact

~12,000
people impacted through our Arogyadhama, our End-to-End Healthcare Initiative

760
individuals trained under the Employability Empowerment Programme through Strides Foundation's partnership with SVRCC in Puducherry, with 709 students successfully securing gainful employment

Environmental Sustainability

Initiated
Biodiversity Risk Assessment
at Bengaluru (KRSG) and Puducherry facilities

Conducted
Physical Climate Risk Assessment
for all our facilities

Committed to
Science Based Targets initiative (SBTi)

42.65%
of energy consumed derived from renewable energy sources

Performed
Life Cycle Assessment
for one of our products - Macrogol

Our Sustainability Strategy

Our ESG Strategy[7]

Sustainability at Strides stems from our commitment to our core values: Integrity, Competency & Efficiency ('ICE'). These guiding principles shape our daily conduct across all facets of the organisation. We envision improving lives by sustainably delivering high-quality pharmaceutical products.

By expanding our approach to sustainability to encompass environmental, social, governance, and economic factors, we aim to build a better company capable of significantly contributing to the improvement of lives worldwide. This holistic approach ensures that Strides is on track to set the standard for sustainable practices in the pharmaceutical industry, driving future health outcomes through innovative and ethical solutions.

Our commitment to sustainability is deeply rooted in four key aspects: Ethical Policies & Processes, Collaborative Efficiency, Integrity & Competency and Transparency & Disclosures. These principles are seamlessly complemented by our core values at Strides, which emphasise integrity through ethical practices and transparency, efficiency by fostering agile collaboration, and competency by consistently developing and applying our skills to achieve desired outcomes.

Building on this strong foundation, we strategically focus on integrating ESG considerations into the heart of our business operations, ensuring that our approach to leading with trust continues to deliver impactful and responsible results.

We focus on identifying and prioritising key ESG issues to seamlessly align sustainability with our business operations. Our strategy enhances resilience and aims to capitalise on emerging opportunities, integrating ESG considerations into the core fabric of our operations. This strategic direction steers Strides toward sustainable development, ensuring we remain a leader in responsible pharmaceutical manufacturing. This approach has been shaped by the principles of Double Materiality during FY24 assessment , ensuring alignment with stakeholder expectations and reinforcing our commitment to driving sustainable value.

Strides' Sustainability Strategy is designed to build a sustainability NorthStar by focusing on six key pillars. These pillars, each addressing specific objectives, collectively guide Strides in aligning its business operations with sustainable practices and enhancing resilience while capitalising on emerging opportunities.

[7]GRI 2-22

Our Sustainability Strategy

Strides Sustainability Strategy

Vision ›	Improving lives through sustainable,... ...accessible, and high-quality healthcare solutions

Foundation ›

Ethical Policies & Processes	Collaborative Efficiency	Integrity & Competency	Transparency & Disclosures

Sustainability Strategy ›

To align sustainability with our business operations... ...enhance resilience, and capitalise on emerging opportunities

Pillars ›

Ethical & Effective Governance

Regulatory Compliance

Economic Performance

Ethical Governance

Risk Management & Business Continuity

Digital Transformation

Human Rights

We ensure ethical conduct, transparency, and accountability within the organisation through robust controls, comprehensive risk management, and independent board oversight. Our key sub-focus areas include regulatory compliance, economic performance, leadership and ethical governance to ensure that business practices align with global standards. Our commitment to Ethical and Effective governance is reflected in our Sustainability Report.

On Page 34

Product Quality & Safety

Pharmacovigilance

Product Quality

Intellectual Property Management

We continue to implement robust quality management systems, utilising state-of-the-art facilities and rigorous testing to ensure our products meet high global standards. Sub-focus areas such as pharmacovigilance and intellectual property management highlight commitments to product quality and safety. We have elaborated on our product innovation and safety practices in our Chapter 'Product Innovation and Management'.

On Page 66

Empowered People

Talent attraction & retention

Operational Health & Safety

Diversity & Inclusion

Training & Development

Employee engagement & Wellbeing

We focus on cultivating a diverse, collaborative workforce that prioritises employee well-being, development, and empowerment. Sub-focus areas like talent attraction & retention, operational health & safety, diversity & inclusion, and employee engagement & well-being. Our focus on empowering and helping build a people's culture at strides is elaborated in the Chapter 'Our People' & 'Championing Human & Labour Rights'.

On Page 110

Purposeful Partnerships

Responsible Supply Chain

Community Investment

We continuously build innovative, patient-centric collaborations to improve access to quality medicines and strengthen healthcare infrastructure. Key focus areas include responsible supply chain management and community investment, reinforced through strategic partnerships. Our initiatives in responsible sourcing and social impact highlight these commitments.

On Page 76

Access to Affordable Healthcare

Responsible Pricing & Affordability

Access to Affordable Healthcare

We focus on making high-quality, affordable medications accessible through strategic We and innovative formulations. The emphasis is on improving health and quality of life, with sub-focus areas such as responsible pricing & affordability and access to healthcare. We have created a massive impact in providing healthcare solutions to low-and middle-income countries with limited access. Our efforts have been captured in the Chapter 'Enhancing Access to Affordable Healthcare'.

On Page 90

Environmental Sustainability

Climate & nature Resilience

Carbon Emission Management

Water Management

Waste Management

Strides prioritise environmental responsibility as a core pillar, aiming to mitigate risks and enhance resilience. Sub-focus areas like climate & nature resilience, carbon emission management, and water & waste management reflect the commitment to contributing to a sustainable future. We aim to create a positive impact in the environment by adopting effective solutions to mitigate risks and create opportunities which is explained in our Chapter 'Environmental Sustainability'.

On Page 168

Our Sustainability Strategy

Our ESG Governance (Two-tier)[8]

At Strides Pharma Science Limited, we have established a comprehensive governance structure to address Environmental, Social, and Governance (ESG) and sustainability issues. Our commitment to sustainability is embedded at both the board and executive levels:

Board's Strategic Oversight

Strides' Board of Directors is the Company's highest governing body responsible for defining the Company's overall ESG framework. The Board approves the Company's ESG goals and objectives, approves ESG policies and strategies and oversees other ESG-related functions within the organisation. Out of the 8 Board members, 3 members have operational experience in sustainability.

Executive Oversight: Risk Management & Sustainability Committee

The Risk Management & Sustainability Committee (Committee/RM&SC) of the Board of Directors is inter alia responsible for overseeing ESG and sustainability matters. This committee is tasked with inter alia reviewing and recommending necessary policies for board approval, ensuring efficient and timely reporting of ESG-related disclosures/rating submissions, and formulating a sustainability strategy in alignment with global standards.

As part of risk identification and management processes, the Committee also deals with ESG risks associated with IT/Cybersecurity, supply chain management, environmental management and climate change mitigation and adaptation.

The Company's Chief Risk & Sustainability Officer is also a member of this Committee. The Committee designs sustainability strategies that align with business goals and advises the Board on initiatives that enhance investment opportunities, customer engagement, and stakeholder trust. It proactively addresses sustainability issues, including environmental impacts and human rights, by setting specific and measurable goals.

Chief Sustainability Officer

The Chief Sustainability Officer (CSO) at Strides plays a crucial role in embedding sustainability across the organisation. The CSO, in collaboration with operational function heads assists the Committee in developing and implementing a sustainability strategy aligned with corporate goals and global standards, while overseeing ESG disclosures and sustainability reporting under frameworks like GRI, SASB, SEBI, amongst others.

The CSO also manages ESG rating submissions and leads cross-functional initiatives by focusing on long term projects like carbon reduction, ethical sourcing, and human rights due diligence amongst others and integrates sustainability into corporate governance. Additionally, the CSO also implements sustainability programmes across operations, drive awareness through trainings, and fosters a culture of sustainability.

Board of Directors

↓

Risk Management & Sustainability Committee

↓

Chief Risk officer/Chief Sustainability officer ···· **Group Level Steering Committee**

↓

Internal Sustainability Team
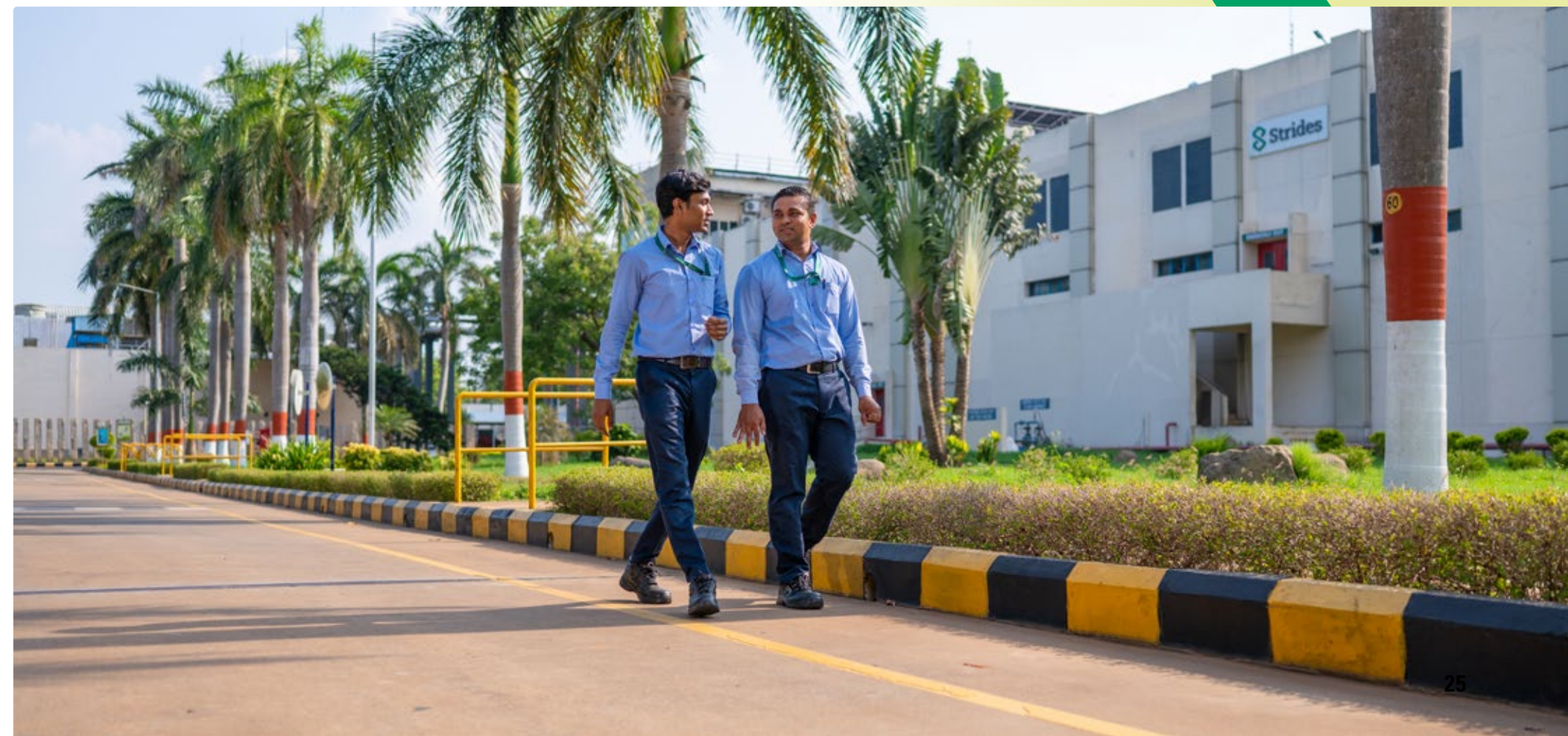
[8]GRI 2-14

Our Sustainability Strategy

Operational Oversight: Internal Sustainability Team

The Internal Sustainability Team plays a central role in guiding and integrating sustainability efforts within the organisation. It develops and implements strategies that align with corporate objectives, formulating policies that reflect industry best practices and regulatory compliance. By coordinating across departments, the team ensures that sustainability initiatives are embedded into business processes.

It sets measurable targets, monitors progress, and adjusts strategies to meet sustainability goals, managing risks and opportunities effectively. The team also engages cross-functionally and across stakeholders to foster cultural change towards

sustainability, promotes training and education, and ensures transparent reporting of sustainability performance to leadership.

Through continuous improvement and innovation, the team drives effective sustainability outcomes, embedding sustainable practices into everyday operations and cultivating an organisation-wide commitment to sustainability.

Our commitment to sustainability is both comprehensive and forward-thinking, anchored in the robust integration of our core values - Integrity, Competency, and Efficiency.

Our meticulous ESG strategy and governance framework ensures that sustainability is embedded into every facet of our operations, from governance oversight to ground-level execution.

By focusing on six pivotal sustainability pillars and fostering a culture of collaboration and accountability, we are not just adapting to changing global standards but leading the charge in redefining health outcomes through innovative, ethical, and sustainable practices.

Our strategic alignment with stakeholder expectations and rigorous governance structures positions us to drive meaningful, long-term impact, benefiting communities and contributing to a more sustainable future for all. As we continue to navigate the complexities of the pharmaceutical landscape, our unwavering commitment to sustainability remains the NorthStar guiding our efforts to significantly improve lives worldwide.

Materiality Analysis[9]

We conducted our first materiality analysis by collaborating with both internal and external stakeholders to identify critical material issues in FY24. This process involved five distinct phases: compiling industry-relevant topics using international frameworks, identifying key stakeholders, conducting surveys for their inputs, analysing data for insights, and validating results to spotlight key material topics.

This comprehensive analysis was vital in shaping our ESG framework, offering crucial stakeholder insights and identifying significant topics for long-term, sustainable business success. The materiality analysis also guides the content of non-financial disclosures and is crucial for compliance with the requirements of the GRI, SASB, and SEBI's BRSR.

This year, we reassessed key material topics internally following 'double materiality' principles to ensure alignment with evolving stakeholder priorities and our strategic goals, considering their impact on both our business and the broader society.

The material topics identified are prioritised in the materiality matrix. To stay aligned with shifting external factors such as competition, macroeconomic trends, consumer preferences, and regulatory demands, we have established a formal evaluation framework to ensure continuous review and prioritisation of key material topics.

Materiality Evaluation Framework

Analysis of Survey Results	ESG Impact exploration	Stakeholder Input Gathering	Materiality Issue Survey
Material topics identified are added to the materiality matrix based on priority. Each sustainability issue is identified as a principal risk within our risk management framework, highlighting key concerns with potential impacts on our operations.	We conducted a thorough analysis, of over 50 topics at a strategic level and identified 23 key subjects, which were grouped into 7 themes significant to both our business and stakeholders.	Engagement with a diverse range of stakeholders is crucial. Through a structured survey, we gathered insights that provided a broad perspective on material concerns.	In previous years, we used online surveys to gather insights from stakeholders. This year, we conducted an internal review of the material topics from analysis to capture senior management perspectives.

[9]GRI 3-1

GRI , Sustainability Accounting Standards Board (SASB), S&P Global Dow Jones Sustainability Indiex (DJSI) Framework

Our Sustainability Strategy

Key Highlights of the Assessment Process

1

Senior Management Approval

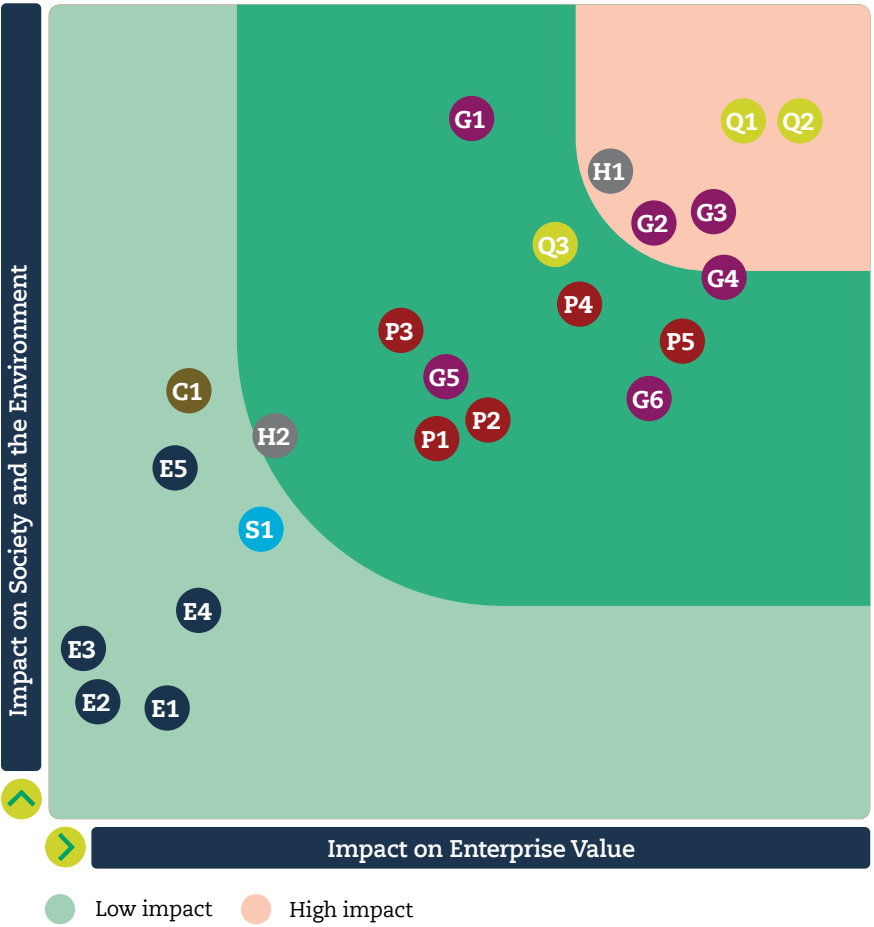The final findings are approved by senior leadership.

2

Risk Register Maintenance

We maintain a register to identify ESG risks and their mitigation measures.

3

Biannual Analysis

The materiality analysis occurs once every two years or more for timely updates.

4

Stakeholder Consultation

Both internal and external stakeholders are involved in the review process.

5

Environmental Sustainability

Environmental stewardship is a key aspect of Strides' ethical commitment. By prioritising this, we reduce risks, boost resilience, and support a healthier, sustainable future for generations ahead.

The results of the materiality assessment are summarised in the matrix below[10]

Impact on Society and the Environment

Impact on Enterprise Value

● Low impact   ● High impact

Responsible Governance
- G1 Human Rights
- G2 Digital Transformation
- G3 Regulatory Compliance
- G4 Economic & Business Performance
- G5 Ethical Corporate Governance
- G6 Risk Management & Business Continuity

Our People
- P1 Talent Attraction & Retention
- P2 Operational Health & Safety
- P3 Diversity & Inclusion
- P4 Training & Development
- P5 Employee Engagement & Well-being

Social Impact
- C1 Community Investment

Product Safety & Quality
- Q1 Pharmacovigilance
- Q2 Product Quality
- Q3 Intellectual Property Management

Access to Healthcare
- H1 Responsible Pricing & Affordability
- H2 Access to Healthcare

Purposeful Partnerships
- S1 Responsible Supply Chain

Environmental Sustainability
- E1 Climate & Nature Resilience
- E2 Carbon Emission Management
- E3 Water Management.
- E4 Renewable Energy & Efficiency
- E5 Waste Management

Responsible Governance

Our main goal is to uphold the highest standards of transparency, accountability, and ethical behaviour. We aim to reach this goal by implementing strong internal controls, thorough risk management structures, and receiving independent oversight and advice from our board.

Our People

Human capital is key to our achievements. We promote a culture of diversity, teamwork, and ongoing learning, enabling our employees to excel and contribute their unique skills. We emphasise their well-being and growth, understanding that their knowledge and enthusiasm propel our success.

Access to Healthcare

We understand that affordable and dependable medications are crucial for enhancing health and quality of life. By forming strategic partnerships and developing innovative formulations, we work to ensure that top-quality pharmaceutical products are available to patients around the globe.

Product Safety & Quality

We have a strong quality management system supported by advanced facilities, thorough testing, and a commitment to continuous improvement. This approach ensures our products meet top standards and earn global trust.

Purposeful Partnerships

Our collaborations emphasise innovation and patient-centred approaches, with goals to improve access to quality medications, strengthen healthcare infrastructure, and advance health education.

Environmental Sustainability

Environmental stewardship is a key aspect of Strides' ethical commitment. By prioritising this, we reduce risks, boost resilience, and support a healthier, sustainable future for generations ahead.

Social Impact

We are committed to using our skills and resources to create a positive impact in the communities we serve.

Our Sustainability Strategy

Our Progress and Targets

ESG Strategy Lever	Targets	Progress for FY25
Corporate Governance		
Board Independence	At least 60% directors on the board to be independent.	62.5% of the Board Members are Independent (5 out of 8).
Board Diversity	Ensuring at least 25% female representation on the board of Strides Pharma Science Limited by FY28; Ensuring that key global material subsidiaries of the Company have at least 20% women directors by FY28.	Currently, gender diversity on the board of Strides is 25% (2 out of 8); One female independent director is on the Board of all the material subsidiaries. Additionally, our material subsidiary in the US has 50% gender diversity.
Risk Management Systems	Third-party audit of risk management processes- in line with ISO 31000 by FY27.	Structured gap analysis of risk management practices carried out by third party in alignment with globally accepted sustainability, risk, and governance expectation.
ESG institutionalisation	Formally integrate ESG KPIs into the internal audit programme of all our key global material subsidiaries by FY29.	Data collation and tracking against key ESG KPIs is in progress for material subsidiaries and the associate company in Kenya.
Ethical Conduct	Ensure continued zero instances of bribery and corruption to meet the highest standards on compliance integrity.	In the reporting period there were 0 breaches in terms of bribery and corruption.
Product Quality		
Quality Excellence Culture	Expand the principles and approach of Project RISE to all our facilities in India and abroad.	Project RISE initiated at the flagship facility in Bengaluru (KRSG) has moved to phase 2.0, set to showcase leadership in innovation.
Compliance	Continue to ensure zero class I product recalls; Upholding the utmost standards of quality and compliance throughout operations for consistent and timely delivery of products.	Consistently zero class I recalls in the last 4 years.
Product Excellence	Striving for consistent end-to-end product mastery and industry-leading robustness.	End-to-end digitisation for our quality review process, revolutionising how we conduct our Annual Product Quality Review (APQR).
Our People		
Investment in L&D	By FY27, ensure 50 hours of training per FTE on average.	In FY25, employees completed an average of 35.12 training hours per FTE.
Diversity & Inclusion	By FY30, increase the share of women in the total permanent workforce to 25%.	Share of women in permanent workforce category of in-scope entities and partnered facility in Kenya is currently at ~21%.
End all forms of discrimination	Continued timely resolution of POSH cases and grievance redressal to ensure 0 pending/open cases by reporting cycle closure.	Zero open/pending cases of POSH.

ESG Strategy Lever	Targets	Progress for FY25
Purposeful Partnerships		
Sustainable Procurement	Formulate a Sustainable Procurement Strategy. We will also develop a Sustainable Procurement Policy to supplement our Vendor Code of Conduct.	Established a Responsible Sourcing Policy Framework as part of Sustainable Procurement Strategy, with emphasis on social, environmental, and ethical conduct for suppliers. This also supplements are existing Vendor Code of Conduct.
Supplier Assessment	Expand the coverage of our supplier assessment to all our critical suppliers.	During the year, 38 suppliers were assessed via desk assessments/on-site assessments.
Supplier Capacity Building	Under sustainable supply chain management, conduct capacity building workshops and initiate supplier development plans to improve ESG maturity.	During FY25, the Company conducted two (2) supplier capacity building workshops on ESG-related topics, which were cumulatively attended by 68% of the Company's vendors for APIs, excipients, and packaging materials.
Access to Healthcare		
Registration to supply HIV & Malaria treatment drugs	By FY25, we aim to expand our reach further by targeting registrations in an additional 15+ countries in Africa.	In FY25, our Antiretroviral products successfully registered in more than 18 countries in Africa and in CARICOM countries (15 full member states). Our Antimalaria products have been successfully registered in more than 22 countries in Africa.
Supply of critical Malaria treatment drugs	In FY25, we are targeting up to ~10-million-unit doses delivery of Artesunate rectal capsules.	Globally, Strides contributed significantly by delivering 1.82 Mn Artesunate rectal capsules to over 22 countries.

Patent enforcement

Strides has committed to not patenting or enforcing patents on intellectual property related to products for diseases such as HIV and Malaria in least developed and low-income countries. This commitment ensures that medications remain affordable and accessible to those in need.

ESG Strategy Lever	Targets	Progress for FY25
Environmental Sustainability		
Clean Energy	Target for clean energy consumption for FY25 is 50%.	Our clean energy share for FY25 stands at 42.65%.
Water Management	Target for FY25 is 45% for water recycling and processing.	Water intensity has reduced from 9.18 in FY24 to 8.80 m³/INR million in FY25.

Stakeholder Engagement

Framework for Stakeholder Engagement[11]

Stakeholders play a crucial role in Strides' operations, and we actively engage with a diverse group, including employees, governmental bodies, NGOs, shareholders, financial market participants, local communities, and partners in the pharmaceutical sector and other industries. The key issues, including ESG and economic factors, that matter to our stakeholders significantly influence our actions and decisions.

Through our interactions with stakeholders, we gain insight into the expectations we share. Stakeholders are identified based on their role in the value chain and their impact on our business. We hold that listening to stakeholders, understanding their concerns and priorities, and addressing them systematically is essential for maintaining and enhancing value. Embedded in our operations is a commitment to daily stakeholder interactions and strategic engagements, carried out across multiple channels and at different intervals.

Stakeholder Groups and the Frequency of Engagement

Employees

Channels of Communication
We utilise a range of communication channels such as open houses, mailers, intranet, employee committees, engagement initiatives, and newsletters to maintain open and effective dialogue.

Frequency of Engagement – Continuous
At Strides, employee engagement focuses on addressing key topics identified through regular interactions. Well-being forms a critical part of our growth strategy. Through communication channels, employees share insights on training, recognition, fair remuneration, work-life balance, grievance redressal, and holistic well-being initiatives that support development.

Investors/Shareholders

Channels of Communication
We engage with investors through stock exchange notifications, quarterly and annual results, earnings calls, investor and analyst meetings, press releases, conferences, social media, and our website, while also conducting AGMs, quarterly presentations, and publishing detailed integrated and financial reports.

Frequency of Engagement - Quarterly, Annually, Need Based
The purpose and scope of our engagement with investors revolve around ensuring they have the information needed to make informed investment decisions. Regular updates on our business and financial performance are crucial, as are discussions on the Company's strategy, potential opportunities and risks, and our objectives and actions. These are the primary areas of interest during our investor engagements.

● Internal Stakeholders   ● External Stakeholders

[11]GRI 2-29, GRI 207-3

Customers

Channels of Communication
Customer meets, mailers, news bulletins, brochures, social media, and website.

Frequency of engagement – Frequent
Our engagement with customers aims to strengthen relationships, enhance business opportunities, and stay informed about industry challenges while diversifying to meet customer needs and aspirations. These interactions also focus on addressing any concerns or issues customers may encounter.

Suppliers, Vendors, and third-party manufacturers

Channels of Communication
Vendors meetings and virtual modes like telephone and emails.

Frequency of Engagement – Continuous
Engagement with suppliers and vendors is crucial for promoting responsible supply chain practices, which are essential for sustainable business continuity. Through these interactions, the Company identifies key material issues impacting the supply chain. Suppliers are particularly interested in business visibility and collaborative opportunities.

Channel Partners Franchises and Key partners

Channels of Communication
Partners meets and events, mailers, news bulletins, brochures, social media and website.

Frequency of Engagement – Frequent
The purpose of engaging in strong partnerships is to expand our reach and scale up business operations. These partnerships emphasise ethical and fair business practices and are supported by a robust governance framework.

Community

Channels of Communication
In-person meetings during field visits and engagement through partners.

Frequency of Engagement – Continuous
Purpose and scope of engagement including key topics and concerns raised during each engagement. Our community development programmes, conducted under the Company's CSR initiatives, aim to create a positive impact on the lives of community members. The primary areas of focus include health, education, sanitation, and infrastructure development.

Regulators

Channels of Communication
Email, In person meetings.

Frequency of Engagement - Need Based
Engagement with regulatory authorities is focused on fulfilling our responsibilities and advancing our core business activities, such as product development, launch, and manufacturing, while adhering to the latest and highest compliance standards.

● Internal Stakeholders   ● External Stakeholders

Ethical & Effective Governance

Our approach to good governance involves setting clear objectives in the short and long term, engaging with our stakeholders and promoting responsible leadership. We are dedicated to continuous improvement in governance practices, in alignment with our broader mission to grow our Company sustainably, while delivering positive impact to society and the environment.

Our Board of Directors[12]

Strides' Board of Directors play a pivotal role in guiding the strategic direction and ensuring long-term sustainability of our business. Our Board is single-tier and comprises a diverse group of industry experts who oversee the Company's governance framework, risk management, and overall performance.[2]

As at the date of this report, our Board comprises of 8 members (including 2 female members). Out of the 8 Directors on Board, 5 are Independent Directors, 2 are Executive Directors and 1 is a Non-Executive Director. All Independent Directors meet the criteria set out in the Companies Act 2013 and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations 2015 (Listing Regulations). As per the Listing Regulations, Independent Directors annually declare that they continue to meet all the criteria of independence.

62.5%
of the Board Members are Independent

40%
of the Independent Directors on the Board are Women Directors

- ● Independent Directors
- ● Executive Directors
- ● Non-Executive Director

12.5%
25%
62.5%
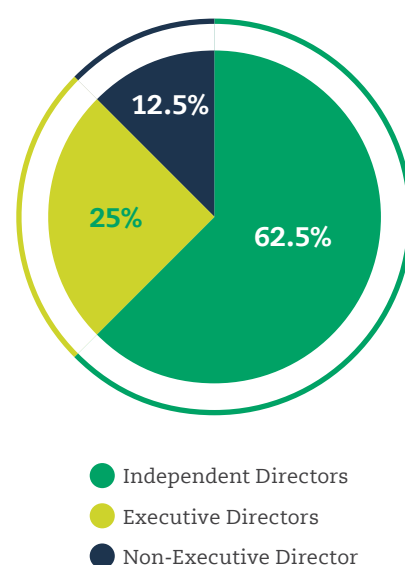
Board Composition[13]

Mr. Arun Kumar
Founder & Non-Executive Chairperson of the Company[14]

The average board tenure is ~ 9 years. The considerable experience of the Board brings deep institutional knowledge, insights into the Company's journey over the past years and stability in leadership and decision-making within our Company.

With the appointment of Ms. Mukta Arora, three out of the five Independent Directors, namely Mr. Homi Rustam Khusrokhan, Dr. Kausalya Santhanam and Ms. Mukta Arora (60% Independent Directors) bring pharmaceutical industry background to the board.

To ensure active participation of Board members in proceedings, we have instituted a minimum annual board meeting attendance requirement of 75% for each director. During FY25, there were 8 board meetings, and the average attendance of all board members was 93.1%.

For more information on our directors' skills and expertise. Please refer to

Of our FY25 Annual Report:
Strides' FY25 Annual Report

### Newly Appointed Director with pharmaceutical industry experience

To further strengthen governance and operational experience, Ms. Mukta Arora has been appointed as an Independent Director on the Board of Strides. Mukta brings with her an extensive background in the pharmaceutical industry. A gold medallist with a master's degree in Pharmaceutics from DIPSAR (Delhi Institute of Pharmaceutical Sciences and Research) and an Executive MBA from IIM Bengaluru, Mukta offers over three decades of rich industry experience.

She spent majority of her career at Eli Lilly, leading key business strategies and building strong brands and new ventures across India and Europe.

In recent years, she successfully established and scaled two Global Capability Centres for Eli Lilly and Elanco, creating significant value for both organisations.

Mukta has also contributed to key industry bodies such as OPPI, CII, NASSCOM, and the Vision Group on Biotechnology. A certified Insights coach and situational leadership instructor, she is a respected speaker on corporate culture, DE&I, women's leadership, and talent development. She is also deeply involved in CSR initiatives, with a focus on children, health, and education.

Mukta Arora
Independent Director

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[12]GRI 2-9, 3-3, 405-1
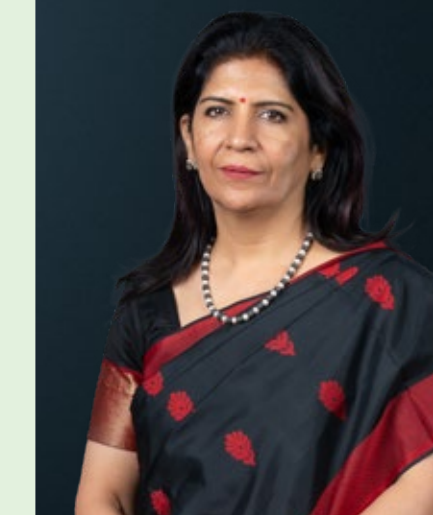
[13]GRI 2-9
[14]GRI 2-11

Ethical & Effective Governance

Board Evaluation/Assessment[14]

During the reporting period, the Nomination and Remuneration Committee (NRC) carried out an evaluation of the Board, in line with the SEBI Guidance Note on Board Evaluation. The Board's functioning is evaluated based on various factors, including its structure, strategic oversight, board meetings, stakeholder value and accountability, information management, governance practices, and compliance parameters, among others.

Individual Directors are evaluated on aspects such as strategy, function, ethics, values and other general criteria. Committees of the Board are evaluated on aspects such as mandate, composition and terms of reference of the Committees, reviews and decision making, independence of Committee from Board, governance and compliance as a whole.

Performance evaluation of Independent Directors are carried out by the entire Board, excluding the Director being evaluated. Performance evaluation of Board Chairperson and Board Committees is carried out by all members of the Board. Evaluation of performance of Executive Directors is carried out by members of NRC.

In line with the Board Evaluation Policy of the Company, annual performance evaluation for FY25 was conducted for all Board Members, as well as for working of the Board and its Committees. This exercise was carried out through a structured questionnaire prepared separately for the Board, Committees and Individual Directors, with qualitative parameters and feedback based on ratings. Evaluation was led by the Chairperson of NRC.

Board Election

The Nomination and Remuneration Committee is responsible for the election/selection process of the Board of Directors. Executive Directors are appointed for a fixed period; and are liable to retire by rotation and re-elected to their positions as per the regulatory provisions at every Annual General Meeting (annually).

As per local regulatory requirements in India, Independent Directors are eligible to be appointed for two consecutive terms of 5 years each and are not liable to retire by rotation. All members of the Board are elected/appointed/re-appointed individually by shareholders of the Company, rather than by slate.

Assessment Criteria for Board Functioning

- Structure of the Board
- Stakeholder value and responsibility
- Meetings of the Board
- Information management, Compliance

Assessment Criteria for committees of the Board

- Committee Composition
- Terms of Reference
- Reviews and decision-making
- Governance and compliance

Assessment Criteria for Individual directors

- Attendance
- Objective evaluation
- Safeguarding interest of stakeholders

[14]GRI 2-10

Board & CEO Remuneration

Director's Remuneration:
The Board approves remuneration for the Managing Director and Whole-time Directors based on recommendations from the Nomination and Remuneration Committee, within the limits set by shareholders at their meetings. Non Executive Directors, including Independent Directors are entitled to receive remuneration by way of sitting fees, reimbursement of expenses for participation in the Board/ Committee meetings and Commission, as per the provisions of the Companies Act and Listing Regulations.

CEO Remuneration:
The Company's CEO compensation includes a pre-defined variable pay component linked to overall business performance projected for the year. The payout percentage is tied to achieving targets such as improvements in balance sheet ratios including Return on Capital Employed (ROCE) and Net Debt to EBITDA. Progress is periodically reviewed by the Board and disclosed through quarterly results announcements, which are publicly accessible.

Payouts are evaluated and recommended by the NRC and approved by the Board, with a maximum cap of 100% of the target variable pay sanctioned by shareholders. Additionally, the NRC has instituted long-term incentives linked to ESG goals, balance sheet improvements, and succession planning. For detailed criteria, please refer to the Notice of Postal Ballot available at Strides' Postal Ballot notice dated May 22, 2024.

This incentive payment shall be considered at the end of the CEO's 3-year tenure, contingent upon the achievement of goals agreed between the CEO and the Board and NRC. Such payout is also subject to shareholder's approval. Progress against the achievement of long term goals is monitored on an annual basis.

Strides' Ownership & Shareholding : Ratio of CEO, Group CFO and COO's shareholding value to their base salary

CEO & Executive management
Ratio of CEO, Group CFO and COO's shareholding value to their base salary as at March 31, 2025 is as under:

Category	No. of Shares	Basic Salary	Multiple of base salary
Mr. Badree Komandur (Group CEO & MD)	55,000	₹4.35 Cr	0.85
Mr Arun Kumar (Executive Chairperson)	20,60,687	₹6.6 Cr	20.89
CEO compensation (Total)*	**2,115,687**	**₹10.95 Cr**	**21.74**
Average of Executive Management			
Mr. Vikesh Kumar (Group Chief Financial Officer)	28,751	₹2.75 Cr	0.70
Mr. Ramaraju PVS (Chief Operating Officer)	39,000	₹2.41 Cr	1.08
Total Executive Management	**67,751**	**5.16**	**1.78**
Average Shareholding of management executive	**0.89**		

*As part of the succession and re-organisation plan, Mr. Arun Kumar, who was the Executive Chairperson and Managing Director of Strides, passed the baton to Mr. Badree Komandur, effective June 1, 2024. As a good governance practice, the roles of Executive Chairperson & Managing Director were split and Badree was appointed as the Managing Director & Group CEO, while Arun continued to be the Executive Chairperson of the Company. During the year, Arun continued to drive long term strategy and vision of the Company and mentor senior management, CXOs including Badree and building talent within the organisation.

During the said period, our CEO Badree, continued to report operationally to Arun. Accordingly, Arun's remuneration as Executive Chairperson is considered for calculating the CEO's company shares. Effective April 5, 2025 Arun transitioned into a non-executive role and was appointed as Non-Executive Chairperson of the Company.

Ethical & Effective Governance

Family & Government Ownership

As of March 31, 2025, Strides' total promoter holding is 28.30%, of which Mr. Arun Kumar, Founder & Promoter, holds 16.24% stake (direct & indirect holding, including his family).

Shareholding by Central/ State government owned companies is at 0.01% as of March 31, 2025.

CEO-to-Employee Ratio

As of March 31, 2025, the total annual compensation of the CEO is ₹5.81 Cr., and the mean annual compensation of all employees of in-scope entities and UCL is ₹16,61,439.

The ratio between the total annual compensation of the CEO and the mean employee compensation is ~35.

Board Accountability

Our commitment to board accountability is underscored by a series of meticulously designed measures aimed at optimising effective governance and fostering transparency. The board of directors at Strides demonstrates a high degree of engagement, with an average attendance rate of 93.10% at board meetings in FY25.

This commitment ensures that critical strategic decisions are made collectively, fostering a cohesive governance model. Shareholder approval is essential for any changes in bylaws, further reinforcing a participatory governance approach. Approvals are sought from shareholders on various issues, including changes in bylaws, appointment of Directors, CEO remuneration, among others.
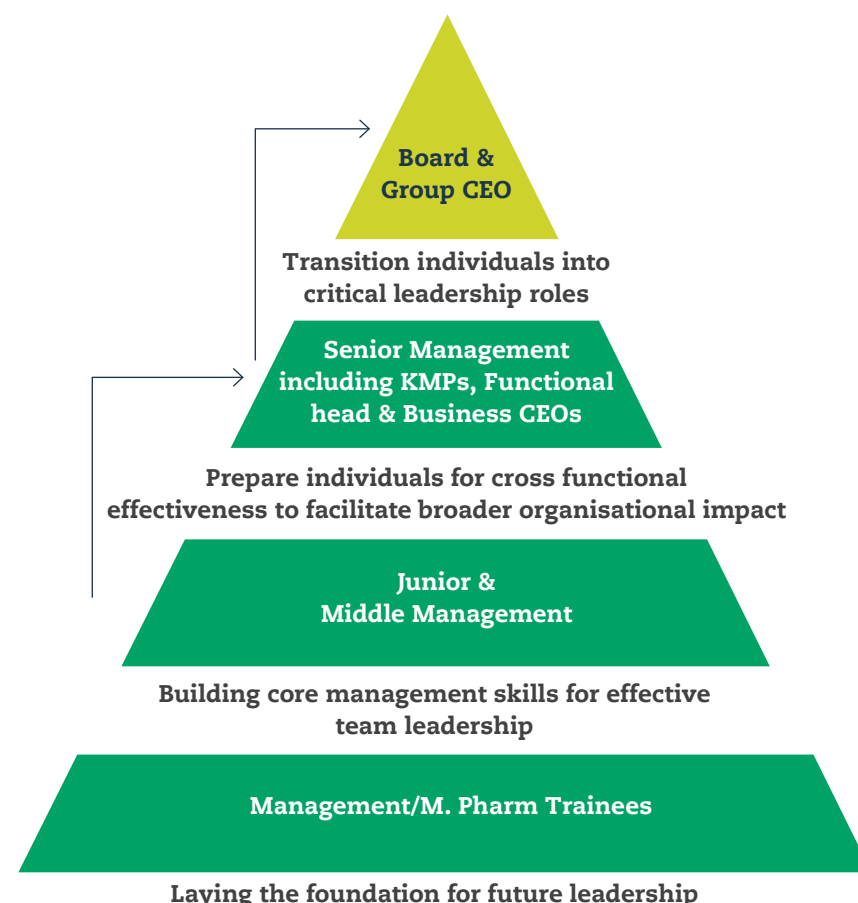
7 out of 8 Directors

(87.5% of the Board Members) hold directorship in 4 or less than 4 listed companies in India

Strides Towards Tomorrow: 'Building a Robust Leadership Pipeline & Succession Plan'

We have cultivated leadership from within in the past 35 years of our existence. We believe in leveraging our **'Internal Talent'** pool for strategic leadership development to support our succession planning. where individuals can rise from the smallest to the highest executive positions. Our **'Strides Towards Tomorrow'** principle guides this journey of empowering people and creating purposeful partnerships towards strengthening our corporate governance structure:

Cultivate strategic vision and governance expertise

Board & Group CEO

Transition individuals into critical leadership roles

Senior Management including KMPs, Functional head & Business CEOs

Prepare individuals for cross functional effectiveness to facilitate broader organisational impact

Junior & Middle Management

Building core management skills for effective team leadership

Management/M. Pharm Trainees

Laying the foundation for future leadership

Level	How we build Internal Pipeline?
At Board Level	At Strides, mentorship refines strategic vision, board governance expertise, and the ability to guide the organisation's long-term success.
At Key Managerial Position	We conduct rigorous cross-functional leadership development programmes to hone strategic thinking and decision-making skills, preparing individuals for key leadership roles. Coaching and mentorship programmes are implemented to enhance leadership capabilities, fostering a culture of continuous improvement and empowerment among participants.
At Senior Management Level	We offer intensive, specialised training that focuses on strategic leadership, advanced technical skills, and executive presence, preparing individuals for a broader organisational impact. Aptitude evaluations are utilised to ensure that individuals are matched with appropriate development opportunities, while customised coaching addresses specific growth areas and enhances overall effectiveness.
At Middle & Junior Management	Our foundational training, mentorship, and introduction to the Strides Competency Framework, which builds core management skills. This level emphasises practical application and lays a strong foundation for future growth. Targeted programmes, such as SLP, LEAP, PMA, HERStrides, etc. are implemented to develop essential competencies and prepare individuals for advanced roles.
Trainee	At Strides, strategic recruitment targets high-potential individuals, laying the foundation for future leadership. Onboarding training is conducted to familiarise trainees with the organisation's culture and expectations. Additionally, trainees undergo a thorough introduction to the Business/Employee code of conduct, fostering an understanding of workplace ethics. Additionally, the SMT programme emphasises self-management to encourage independence, self-reliance, and leadership qualities among trainees.

Ethical & Effective Governance

At Strides, our succession strategy for board and leadership is encapsulated in a Strategic Succession Framework, which comprises five essential components:

Strategic Pillar	Description
1 **Rotation-Based Succession for Non-Executive Board Members**	❯ This systematic approach involves appointing new non-executive board members as current members near completion of their tenures. New Board members are identified and onboarded at least two quarters before the end of existing members' term to facilitate a seamless transition.
2 **Skill and Functionality-based Succession**	❯ We prioritise the selection of board members (both executive and non-executive) with proven industrial expertise and experiential competence for executive management roles. This includes structured knowledge transfer initiatives to support role assimilation. The criteria evaluated by the Nomination & Remuneration Committee of the Board before identifying and appointing a board member is explained in page 132 and 133 of our FY25 Annual Report. A similar methodology is followed for leadership.
3 **Diversity-Driven Succession**	❯ Our commitment to gender parity and regulatory compliance drives us to prioritise election of women directors and leaders. Currently, 25% of our board members are female, with diverse industry backgrounds, emphasising our dedication to inclusivity. At the leadership level, percentage of women is at 14%.
4 **Critical Position Succession**	❯ Ensuring business continuity, we prioritise filling top leadership roles, including CEO, COO, and CFO, to maintain operational stability. • Each of Strides' key business jurisdictions/business units has its own functional CEO or equivalent, who reports into the Group CEO; • Each of Strides' key business jurisdictions has a 'Finance Head', who reports into the Group CFO; • All plant heads in India report to the 'Executive Vice President - Manufacturing', who in turn reports to the COO.
5 **Role Driven Succession**	❯ We are actively exposing our future leaders to multiple roles through managing diverse portfolios. This approach enables us to de-risk leadership transitions and ensure seamless business continuity by developing versatile, well-rounded leaders ready to step in whenever needed.

The current succession plan ensures role continuity in unforeseen events, leveraging the diverse expertise of regional leaders to build a strong internal leadership pipeline. Cross-regional roles and targeted development programmes equip market-based CEO leaders with the skills and experiences essential for future growth. This approach fosters a robust internal promotion strategy, ensuring continuity, stability, and cultural alignment at the executive level, positioning Strides for sustained success in dynamic markets.

Strides reinforces its commitment through structured leadership development programmes (LEAP, PMA, SLP, QAMA) and knowledge-transfer training for early and mid-career employees.

These initiatives cultivate leadership capabilities, instill cultural alignment, and prepare future leaders to embrace greater responsibilities with confidence. Our Succession framework is also available as an annexure to our Nomination and Remuneration Policy.

Our CEO Succession Journey

Mr. Arun Kumar founded the Company in 1990, building global reputation with a unique model, delivering stakeholder value, and distributing India's most extensive pharmaceutical dividend.

Mr. Shashank Sinha was appointed as the Managing Director effective May 18, 2017. Mr. Arun Kumar moved to a Non-Executive Position and continued as Non-Executive Chairperson of the Board.

Mr. Arun Kumar returned to Executive Position as Managing Director & Group CEO effective May 18, 2018, owing to resignation of Mr. Shashank Sinha.

Dr. R. Ananthanarayanan became CEO & Managing Director on January 9, 2020. Mr. Arun Kumar transitioned from Executive Chairperson to Non-Executive Chairperson of the Board on April 1, 2020.

Mr. Arun Kumar returned to Executive Position as Executive Chairperson and Managing Director effective April 7, 2022, owing to resignation of Dr. R Ananthanarayanan.

Mr. Badree Komandur assumed charge as Group CEO & Managing Director on June 1, 2024. Mr. Arun Kumar moved from Executive to Non-Executive Chairperson of the Board on April 6, 2025.

In April 2022, following key changes to the Board that took place, Mr. Arun Kumar, Founder of the Company, returned to an executive leadership role as Executive Chairperson and Managing Director. His return marked a renewed focus on continuity, leadership development, and long-term value creation. On resuming his role, Arun placed strong emphasis on nurturing internal leadership talent.

He continued to mentor Mr. Badree Komandur, then serving as Executive Director & Group CFO. Under Arun's guidance, Badree progressively expanded his leadership responsibilities and also took on the role of CHRO designate, demonstrating his ability to navigate the Company's complex and evolving business landscape.

This structured approach culminated in Badree's elevation to Group CEO and Managing Director, effective June 1, 2024. Arun transitioned to continue as Executive Chairperson, providing strategic counsel and supporting Badree in advancing the Company's growth agenda. Badree's rise, backed by more than 15 years at Strides, stands as a testament to the Company's commitment to leadership development from within.

Ethical & Effective Governance

Transformational career journey of Mr. Vikesh Kumar, Group CFO

Following Badree's appointment as Group CEO and Managing Director, Badree transitioned the Group CFO role to Mr. Vikesh Kumar, who previously served as CFO – Front End Business at the US, the Group's largest market. Vikesh works closely with Badree and has been actively mentored by him in preparation for this role.

Vikesh's transformational journey from a junior employee to the Group CFO of the same listed company stands as a remarkable testament to both individual excellence and a nurturing corporate culture. This progression reflects Vikesh's

unwavering rigour, dedication, and strategic acumen, which enabled him to consistently deliver value and grow professionally. At the same time, it showcases the Company's commitment to recognising and fostering internal talent, providing the right opportunities, mentorship, and growth pathways for capable individuals to rise through the ranks. Achieving such a senior leadership role at a young age not only highlights one's capabilities but also underscores the organisation's progressive approach to talent development and succession planning.

Mr. Vikesh Kumar

Current Position
Group CFO & Chief Investor Relation Officer

Years of Service
15+ years at Strides

Started As
Management Trainee

Received the prestigious 'Leading CFO Award' for 'Excellence in Turnaround' from the Confederation of Indian Industry (CII) during November 2024

Transformational career journey of Ms. Manjula R., Company Secretary (CS)

Our current Group CEO also served as the Company Secretary of the Company from 2010 to 2017. In 2017, upon his elevation to the role of Executive Director – Finance (alongside Group CFO), he transitioned the responsibilities of Company Secretary to Ms. Manjula Ramamurthy, who had been leading the Corporate Secretarial department under Badree's leadership.

Manjula's journey from starting out as an Executive Assistant to the Founder to becoming the Company Secretary of a listed company demonstrates a remarkable transformation.

Her professional growth stands as a powerful reflection of the Company's strong culture of nurturing talent and providing meaningful opportunities for internal advancement.

Ms. Manjula Ramamurthy

Current Position
Company Secretary & Compliance Officer

Years of Service
28+ years

Started As
Executive Assistant to MD

Received 'Woman Icon of the year' award at the 'Great Indian Women Leadership Awards 2024' during May 2024

Role driven succession

The journey of Ms. Sormistha Ghosh from Group General Counsel to Chief Risk Officer and then to Chief Sustainability Officer exemplifies Strides' approach to vertical and horizontal role expansion and leadership continuity.

She initially joined Strides as the Head of Legal & Secretarial (Vice President) and was subsequently elevated to Group General Counsel. Over time, she took on additional responsibilities, first as Chief Risk Officer, followed by Chief

Sustainability Officer, reflecting the Company's belief in leveraging multi-disciplinary leadership to drive business resilience and transformation.

Her ability to integrate legal, risk, and sustainability priorities with business objectives underscores her collaborative leadership and the organisation's commitment to future-ready governance.

Sormistha Ghosh

Current Position
Group General Counsel, Chief Risk & Sustainability Officer

Years of Service
9+ years

Started As
Vice President - Legal & Secretarial

Received "India's Leading and Finest General Counsel in the Pharma Sector" and "Leadership Excellence Award – Continuous Growth (In-House)" at the 13th and 14th "Annual Legal Era India Conclave and Awards" held during April 2024 and May 2025 respectively.

These are few examples that highlight the effectiveness of the Company's succession planning and its deep-rooted belief in promoting from within. The organisation has consistently demonstrated its commitment to identifying and nurturing talent at all levels, creating an environment where individuals are empowered to grow, take on greater responsibilities, and thrive in leadership roles. These carefully managed leadership transition reflects the Company's continued commitment to **succession planning, leadership continuity**, and **governance excellence**. It ensures that the founding vision remains deeply embedded while empowering the next generation of leadership to drive innovation and execution and long-term strategies, ensuring the Company's growth and resilience into the future.

Director's Liability

As per corporate governance standards, directors of a company have a fiduciary duty toward stakeholders in the discharge of their responsibilities. Failure to perform these duties effectively can result in significant penalties, including fines and/or imprisonment. Consequently, there is effectively no upper limit to a director's liability under corporate governance frameworks.

Given that Strides is a publicly listed company with substantial global operations, we place strong emphasis on ethical leadership and responsible governance. To mitigate risk to the Directors and Company operations, Strides has institutionalised multiple mechanisms, including a mature compliance programme amongst others.

The programme ensures that Management and Board members remain well-informed and updated on the evolving compliance landscape. Additionally, the presence of Board members from Legal & compliance fraternity further strengthens oversight and reinforces our risk-mitigation framework.

Directors and Officers Liability Insurance is also maintained in line with statutory requirements and industry best practices, offering protection from personal liability arising in the course of their professional duties. However, these policies do not cover unethical or unlawful conduct, ensuring that accountability remains intact.

Ethical & Effective Governance

Ensuring Ethical Conduct: Policies and Procedures[15]

At Strides, ethical conduct is beyond regulatory obligation; it's the bedrock of our operations and culture. We believe it's fundamental to fostering trust and integrity in everything we do. To complement the existing governance structure of the Company, Strides has a robust policy framework in place.

This framework provides clear guidelines and procedures that translate governance principles into actionable practices. Some of the key policies are listed below:

Global Policies

Code of Conduct and Ethics

Policy on determination of materiality of events

Risk Management Policy

Policy on Related Party Transactions

Policy for governance of Subsidiaries

Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information

Group Tax Policy

Business Continuity Policy

Vendors' Code of Conduct

Human Rights Policy

Succession Planning framework (as an Annexure to Nomination & Remuneration Policy)

Responsible Sourcing Policy

India-Specific Policies

Nomination and Remuneration Policy

Dividend Distribution Policy

Whistleblower Policy

CSR Policy

Board Diversity Policy

Key Aspects Covered in the Code of Conduct and Ethics

Business Ethics and Practices

- Protecting assets and resources;
- Conflict of interest;
- Other directorships;
- Related-party transactions;
- Gifts and entertainment;
- Anti-bribery and anti-corruption;
- Marketing practices;
- Political contributions

Work Environment

- Equal employment opportunities;
- Discrimination and harassment;
- Health and safety;
- Product quality and safety;
- Drugs and alcohol

Legal and Compliance

- Securities law;
- Data integrity;
- Intellectual property;
- Data privacy;
- Insider trading;
- Competition laws;
- Interacting with the government;
- Anti-money laundering laws

At Strides, our Code of Conduct and Ethics has been the North Star for our Company, serving as a guide for ethical and effective governance. The policy aims to provide a framework for corporate affairs and governance to maintain integrity across all operations, safeguarding the Company's reputation and building trust among stakeholders. The policy can be accessed on our website at Strides' Code of Conduct and Ethics.

[15]GRI 2-15, 2-25

We also strive towards ensuring that proper systems and procedures are in place to ensure the implementation of the Code of Conduct & Ethics, along with adequate checks and balances to prevent circumstances/violations in the policy.

Strategic Measure	Description
Governance Roles & Responsibilities	We empower every individual to understand and uphold ethical standards, creating clarity, enabling decisive action, and establishing a transparent process for raising and addressing concerns.
Compliance-linked Performance Appraisal	We link ethical conduct directly to performance reviews and compensation, reinforcing the importance of our Code of Conduct and incentivising employees to align their actions with our Company values. This approach demonstrates that ethical behaviour is valued and rewarded.
Grievance Redressal	We provide a grievance redressal mechanism to ensure that concerns and complaints are addressed fairly and efficiently, fostering a transparent and just workplace.
Disciplinary Actions for Policy Violations	By instituting disciplinary actions for violations of Strides' Code of Conduct and Ethics, our Company ensures that employees understand the consequences of misconduct, which helps maintain a fair and accountable work environment while upholding the integrity of the organisation's values.

Corruption and Bribery: We maintain zero tolerance towards corruption by conducting regular audits and fostering an ethical culture that prevents bribery.

Discrimination and Harassment: We ensure a respectful workplace by promoting inclusion, offering mandatory training, and swiftly addressing any instances of discrimination or harassment.

Customer Privacy Data: We prioritise privacy by implementing stringent data protection measures and educating our team on safeguarding customer information.

Conflict of Interest: We proactively manage conflicts through transparent communication and aligning roles to prevent interests from being compromised.

Money Laundering and Insider Trading: We uphold financial integrity by enforcing strict compliance procedures and educating employees to avoid illicit financial activities.

Ethical & Effective Governance

Whistleblowing Mechanisms[16]

At Strides Pharma Science Limited, we are dedicated to upholding the highest standards of ethical, moral, and legal business conduct. Company's Whistle Blower Policy provides a mechanism for the employees, directors and other stakeholders of the Company to raise concerns regarding actual or potential violations with respect to various issues such as financial irregularities, misrepresentations, fraud, theft, bribery, other corrupt business practices, Insider trading violations, negligence causing substantial and specific danger to public health and safety, amongst others.

Our Whistleblower Policy serves as a crucial mechanism for upholding these standards by providing a structured process for reporting, investigating, and addressing any suspected misconduct or breaches of our code of conduct.

Defined Reporting Mechanisms and Departments

Our policy at Strides provides several secure and accessible channels for raising concerns. The Whistle Officer can be reached out at whistleblower@strides.com or contact the Chairman of the Audit Committee. Alternatively, a toll free number is also available, which is managed by an independent third-party for confidentiality and impartiality. Written reports can also be submitted to the Whistle Officer, or, for Senior Management and Directors, to the Chairperson of the Audit Committee. All reports should be submitted using the Protected Disclosure Form as outlined in the Whistleblower Policy.

Investigation Procedure

At Strides, our investigation process starts with acknowledging the disclosure within seven days, keeping communication prompt.

We perform an initial review to determine if the concern is within our policy's scope. When warranted, we conduct a detailed investigation, aiming to complete it within 45 days unless complexity requires more time. Findings and recommendations are carefully reviewed by the relevant authority. We inform the whistleblower of the outcome while maintaining confidentiality. Investigations may be carried out internally or with external consultants if needed for a comprehensive analysis.

Confidentiality and Protection

At Strides, we ensure strict confidentiality for all disclosures and related documents, and anonymity is ensured to encourage reporting, although it may limit the ability to conduct thorough investigations. Whistleblowers are protected against any form of retaliation, including threats to their employment. We have zero tolerance for harassment or victimisation of anyone making disclosures in good faith and with reasonable cause. This protection also extends to individuals supporting investigations. However, disciplinary action will be taken against those who file malicious or false reports.

Zero Tolerance for Retaliation

Strides Pharma Science Limited has a zero-tolerance policy for any form of retaliation against individuals who report in good faith. Our procedures ensure that whistleblowers can raise concerns without fear of punishment or unfair treatment, thus fostering an environment where ethical practices are encouraged and supported.

Governance & Oversight

Governance and oversight are key components of our whistleblower process. The Whistle Officer is accountable for managing all disclosures and investigations. Periodic reports on whistleblower cases are submitted to the Chairperson of the Audit Committee, ensuring transparent oversight. All records are securely maintained in compliance with applicable legal requirements.

Training and Awareness[17]

We emphasise training and awareness for all employees regarding our whistleblowing policy. New employees are introduced to this policy during their induction programmes. Additionally, all employees receive annual mandatory training on whistleblower procedures as part of our Code of Conduct Training. We have also initiated such mandatory trainings for our contractors , business partners and vendors. These mandatory trainings are linked to the annual performance evaluation of the employee.

Third-Party collation and review of issues reported

We have instituted a third-party service provider for collation of all issues being reported via calls and emails. The third-party monitoring helps in maintaining anonymity and accountability. Complaints received via email or toll-free number are monitored weekly and reported to the Whistle Officer.

Additionally, quarterly reports are submitted to the Audit Committee in a prescribed format for comprehensive oversight.

Through these dedicated systems and policies, we reinforce our commitment to transparency and integrity across all levels of the organisation. Our comprehensive approach to handling disclosures ensures that issues are addressed swiftly and appropriately, upholding our dedication to good corporate governance.

> **During FY25, as per the laid-out whistleblowing policy and procedure, we have received 0 reports related to whistleblower cases internally or externally.**

Anti-Bribery and Anti-Corruption Policies & Practices[18]

The Company has a group-wide Anti-Bribery and Anti-Corruption (ABAC) policy which is based on zero tolerance towards bribery and corruption. It focuses on maintaining integrity in all business transactions and aligns with international and domestic laws.

The policy includes guidelines on dealing with bribery and corruption, defines guidelines for gifts, kickbacks, and political and charitable contributions, and mandates compliance with all applicable legal standards. It also defines the corrective action/disciplinary action for breaches in policy.

Training sessions are conducted periodically to ensure adherence to the policy, and procedures are established for handling breaches.

Disciplinary actions are enforced for violations, potentially leading up to termination. Policy changes are approved by the Board of Directors.

For further information on the policy please refer policy, Anti Bribery and Anti Corruption Policy

> **During FY25, we have conducted training on Anti-Bribery & Anti-Corruption Policy for 100% of our employees.**

[16]GRI 2-26

[17-18]GRI 205-2

Ethical & Effective Governance

Tax Strategy and Reporting[19]

Strides is committed to maintaining a transparent and responsible approach to tax strategy and reporting. By adhering to global best practices and ensuring full compliance with all applicable tax laws and regulations, Strides aims to promote transparency and build stakeholder trust. Strides' tax strategy is aligned with the principles of fairness and integrity, with a focus on providing clear, accurate, and timely disclosures regarding its tax practices and contributions.

Our Group Level Tax Policy sets out the approach towards management, control of tax matters and the general tax framework within which the Strides Group operates when addressing tax-related matters. To know more, please refer to our Tax Policy.

Jurisdiction-wise Tax Reporting[20]

Public reporting on revenue, operating profits and tax on a country-by-country basis helps build trust in the Company and complements the reporting on broader economic contribution. Key financial metrics, tax information and employee count for Strides and its subsidiaries is enclosed as Annexure 2 of this report.

Contributions and Other Spending[21]

At Strides, we view long-term business success as closely linked to meaningful engagement with regulatory bodies, government institutions, and trade associations. Our participation in these platforms reflects a deliberate approach to contributing to the broader healthcare and industrial landscape.

We actively collaborate with a range of public and industry forums, where we take part in shaping discussions that influence policy direction. These interactions are guided by principles of fairness, transparency, and ethical conduct.

Our approach is rooted in advancing a healthcare system that is inclusive and responsive to the needs of all, while steering clear of any involvement that could compromise national priorities.

We do not contribute to political campaigns or make charitable donations that act as means of bribery and corruption.

Strides believes policy advocacy should reflect the collective interest, not narrow agendas. We do not support or promote any initiatives that serve isolated benefits or private gains. Instead, our focus lies in contributing to frameworks that expand access, improve affordability, and raise the standard of healthcare delivery.

In FY25, Strides contributed a total of ~₹13,51,371 towards lobbying, interest representation, and participation in trade associations or tax-exempt groups (including membership fees).

[19]GRI 207-1, 207-2, 207-3
[20]GRI 207-4
[21]GRI 2-28

A detailed breakdown of these contributions is provided in the table below:

Total Contributions	FY25	FY24	FY23	FY22
Lobbying, interest representation or similar	536,886.67	672,426.54	351,346.27	371,623.13
Trade associations or tax-exempt groups (e.g. think tanks)	814,484.00	2,153,269.00	685,260.00	331,272.00
Political Contribution[22]	0	0	0	0

Note - Cumulative total for all in-scope entities and UCL. The amount has been converted into INR using the conversion rate as of March 31, 2025.

Issues/Topics Covered

Contribution to Trade Associations[23]

Empowering Regional Commerce and Industry

Strides' participation in regional chambers of commerce and trade organisations allows the Company to engage with local enterprises, decision-makers, and regulatory bodies. Through these connections, we contribute to shaping a supportive economic climate that encourages business expansion and equitable market practices.

₹170,400

Karnataka Drugs & pharmaceutical manufacturers association

Strides has a strong presence in Bengaluru, Karnataka, and its membership in the pharmaceutical industry association provides vital access to industry insights, regulatory updates, and advocacy, ensuring the Company stays informed and compliant with evolving policies.

₹129,800

Confederation of Indian Industry (CII)

CII membership gives Strides access to forums influencing regulatory reforms. The Association provides opportunities for networking with industry leaders, and insights into global market trends, healthcare innovation, and sustainability practices.

₹324,928

Bengaluru Chamber of Commerce and Industry

This association helps Strides to actively advocate for a favorable business environment by supporting policy and regulatory reforms. The Chamber represents member's interest on key issues like taxation, infrastructure, trade policies, and ease of doing business through engagement with government bodies.

₹40,600

[22]GRI 415-1
[23]GRI 2-28

Ethical & Effective Governance

Navigating Information Security

Strides is committed to a structured and responsible approach to information security and cyber risk management. Our Information Security Policy outlines clear responsibilities for protecting company data and responding to cyber incidents. This policy is designed to prevent unauthorised access, apply robust security controls, and maintain alignment with regulatory standards. **Additionally, we have developed comprehensive plans related to information security and business continuity, providing procedures to prevent threats, limit potential damages, and facilitate system recovery when necessary.**

This policy is managed by Arco Lab Pvt. Ltd., a wholly owned subsidiary of Strides, under our shared services model. Arcolab operates as a global capability centre, delivering a wide range of services across life sciences consulting, technology, and business operations. Since its establishment in December 2018, Arcolab has evolved from a traditional support function into a centre of strategic value, expanding into areas such as global pharmacovigilance, clinical operations, intellectual property, and quality assurance.

ISMS Certifications

Arcolab holds ISO 27001 and ISO 27701 certifications, reflecting its commitment to high standards in data security and privacy. These certifications reinforce the strength of our internal controls and build confidence among our partners and stakeholders.

Multi-layered Defence Strategy

We continue to advance our cybersecurity framework through a multi-layered defence strategy designed to protect against evolving threats. Our 24/7 Security Operations Centre (SOC) operates with advanced Security Information and Event

Management (SIEM) systems and Extended Detection and Response (XDR) tools proactively monitor network traffic, detect anomalies, and respond to incidents in real time. In addition, we have deployed advanced email protection solutions, including AI-driven phishing detection, attachment sandboxing, and URL scanning, to safeguard against spear-phishing, business email compromise (BEC), and other email-borne threats. Robust Data Loss Prevention (DLP) technologies are in place to monitor, control, and protect sensitive information from unauthorised transfer, while enterprise-grade disk encryption ensures that all data at rest remains secure, even in the event of device loss or theft.

Automated patch management through Microsoft Intune ensures that endpoints and applications receive timely security updates, reducing vulnerabilities and maintaining compliance with security standards. Both internal security teams and trusted external cybersecurity experts perform regular vulnerability assessments, penetration tests, and policy reviews to identify areas for enhancement and promptly implement necessary improvements, ensuring continuous strengthening of our overall security posture.

Employee awareness remains a key focus. Regular training sessions and weekly internal communications help employees stay alert to risks such as phishing, data breaches, and social engineering.

85%
of our employees completed cybersecurity training in FY25.

Risk & Vulnerability Assessment

We conduct annual risk assessments to identify vulnerabilities and guide the implementation of appropriate controls. Our business continuity plan is reviewed and tested each year, and we engage third-party specialists to perform periodic vulnerability assessments to identify and address potential gaps.

Non-compliance with our security protocols may lead to disciplinary action, including legal proceedings where applicable. Cybersecurity incidents can be reported directly to the Information Security Office at Arcolab, either in person or via email, in line with our internal procedures.

Governance and Oversight

Board-level Oversight

Cybersecurity oversight at Strides is led by the Chief Information Officer (CIO), who is part of the executive management team. Since April 2023, in the absence of a designated CIO, this responsibility has been handled by Arcolab's IT Head, who reports to the Executive Director & Head of Arcolab, and subsequently to the Managing Director & Group CEO of Strides.

The Risk Management and Sustainability Committee (RM&SC) at Strides also plays a central role in overseeing cybersecurity and data privacy risks. Updates on cybersecurity are presented during RM&SC meetings to support strategic risk management.

Expert Oversight

Furthermore, expert oversight is provided by Ms. Mukta Arora, who has been appointed to the board as a non-executive independent director. She is a pharmaceutical engineer and holds an MBA. With prior IT and cybersecurity experience gained as part of developing Global Capability Centres (GCCs), she brings invaluable expertise in building and tackling information security challenges.

In the last few years of her career, Mukta has set up, scaled up and led two very successful GCCs for Eli Lilly and Elanco creating huge value for the organisation. Paired
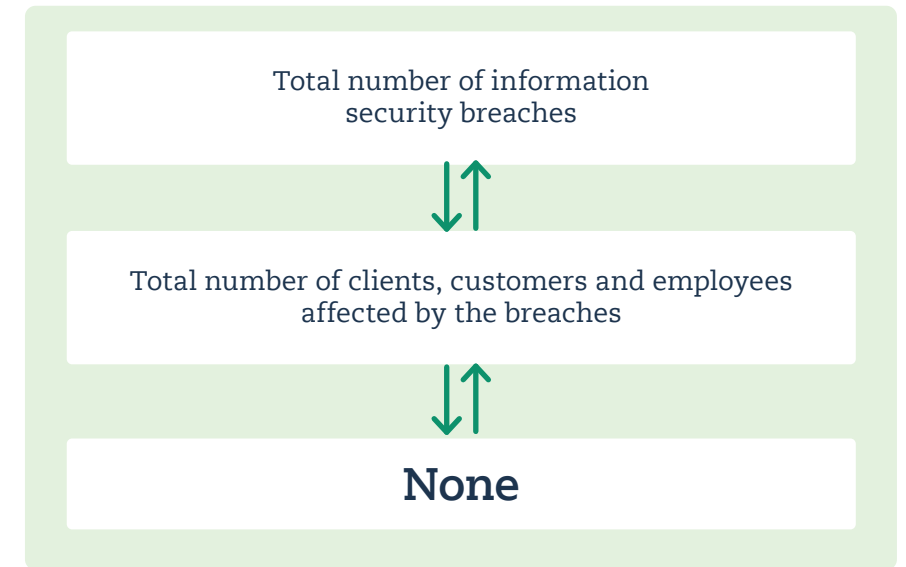
with a keen ability to anticipate technological changes and disruptions impacting business. Her in-depth understanding of the pharmaceutical value chain and cybersecurity requirements and controls across the organisation significantly reinforces our strategic initiatives. She is also a member of the risk management and sustainability committee, strengthening our commitment to cybersecurity and data protection.

Employee training and awareness sessions are conducted periodically to cover key cybersecurity topics such as phishing, data protection, social engineering, and escalation processes for reporting incidents, vulnerabilities, or suspicious activities. These sessions are

reviewed to ensure employees remain informed about emerging threats and protective measures.

Operationally, monthly dashboards track key indicators such as security alerts, threat intelligence actions, and Managed Security Services (MSS) events. These are reviewed quarterly by senior management to support informed decision-making.

Through these structured practices, Strides continues to strengthen its digital infrastructure, protect its information assets, and maintain business continuity in an evolving threat landscape.

Total number of breaches occurred during FY25[24]

Total number of information security breaches

⇅

Total number of clients, customers and employees affected by the breaches

⇅

None

[24]GRI 418-1

Ethical & Effective Governance

Data Privacy and Protection

At Strides, safeguarding personal data is integral to maintaining trust with patients, partners, and stakeholders. We follow a structured approach to privacy management that is guided by principles of transparency, security, and user consent.

Our Privacy Policy outlines the nature of data collected, such as personal contact details, query-related information, and the purposes for which it is processed. The policy also explains the use of cookies and other digital tools to allow users to manage preferences in an informed manner. To ensure compliance and accountability, a Data Protection Officer (DPO) has been appointed. The DPO is responsible for overseeing data handling practices and driving continuous improvement in privacy governance.

Cybersecurity has emerged as a key focus area, reflecting its growing importance in the enterprise risk landscape. We have made substantial investments in advanced security infrastructure, including the setup of a dedicated Security Operations Centre (SOC) to proactively monitor, detect, and respond to evolving threats.

Strides maintains a group-wide risk management system that provides multiple accessible channels for lodging customer complaints. Customer privacy concerns are addressed with formal grievance mechanisms,

reinforcing a commitment to responsive and ethical data management. These processes are designed to ensure timely resolution and reinforce a culture of trust in our brand. Regardless of where a complaint is initiated, it is centrally received and addressed by Strides, ensuring consistency, accountability, and timely resolution. Owing to the nature of our business, we do not use customer information for any secondary purposes beyond the original intent for which it was collected.

We do not sell or share personal information without consent, except where legally required. Data is retained only for as long as necessary to fulfill its intended purpose. At any point, customers have the right to request change, transfer and/or withdrawal of their personal data.

Ethical Marketing Commitment & Practices [25]

At Strides, our approach to marketing is guided by patient well-being and interest. We are committed to conducting our promotional activities ethically and in compliance with all applicable regulatory requirements.

As outlined in our Code of Conduct, we ensure that our marketing practices are transparent, respectful, and responsible, avoiding any actions that could be perceived as misleading, coercive, or inappropriate. All communications, whether directed towards healthcare professionals, patients, or consumers, are

designed to present factual and balanced information that enables informed decision-making.

Strides does not promote its products for off-label uses or indications that have not been approved by the relevant authorities. We view compliance not just as a legal requirement but as an ethical obligation toward

patient safety and trust. All our promotional and non-promotional materials are subject to internal review and approval before dissemination. This includes reviews by our Medical, Legal, Regulatory, and Compliance teams. We adhere to international standards and country-specific applicable regulations for our marketing and promotional activities. We also place a strong emphasis on maintaining ethical interactions with healthcare professionals and patient groups. All interactions are governed by internal codes that strictly regulate the scope of interactions. Similarly, involvement with

patient groups are conducted with utmost care to maintain their independence. Funding or support, wherever provided, is transparent, documented and never tied to promotional expectations or endorsements. Our internal controls are reinforced by regular training, audits, and a whistleblower mechanism that enables employees and

external stakeholders to report concerns confidentially. These systems collectively ensure that our marketing practices remain aligned with our commitment to ethical marketing.

We are committed to marketing our products transparently by clearly communicating approved health conditions and ensuring a

fair balance of benefits and risks. We undertake rigorous measures to ensure that consumer-facing information is accurate, accessible, and support informed decision-making. Promotional and non-promotional content across digital platforms is closely monitored for compliance, with necessary approvals and ethical engagement with patient organisations.

Our process for approving marketing communications

All promotional materials, including print and digital assets like Visual Aids (Vas), Leave-Behind Literatures (LBLs), posters, banners, videos must undergo a structured approval process. Content is initially developed by the Product Manager in line with Strides' branding and therapy guidelines.

It is first reviewed by a designated medical expert for scientific accuracy, followed by the Marketing

Head for brand consistency, and finally approved by the Head of Department (HOD) for production. For French versions, the final draft is sent back to the doctor to verify translation accuracy before printing or distribution.

Non-promotional initiatives, like patient awareness programmes, community health activities, and product donations, require a separate approval process. Country Managers coordinate with

promotional agents to obtain clearance from the Ministry of Health. Once approved, the sales team works with local institutions to finalise plans. The Product Manager ensures alignment with therapeutic and company goals, and the proposal must be approved by the Marketing Head and signed off by the HOD before execution.

The following table showcases our measurable performance data on ethical marketing and efforts related non-compliance:

Ethical Marketing Performance[26]				
Metric	FY25	FY24	FY23	FY22
Incidents of non-compliance concerning product and service information and labelling (in numerical value)	0	0	0	0
Incidents of non-compliance concerning marketing communications (in numerical value)	0	0	0	0
Total amount of monetary losses as a result of legal proceedings associated with false marketing claims (in monetary units)	0	0	0	0
Substantiated complaints concerning breached of customer privacy and losses of customer data	0	0	0	0

For more details, check our Privacy Policy

[25]GRI 417-1

[26]GRI 417-2

Risk Management

Strides places a strong and continuous emphasis on risk management, recognising its critical role in ensuring the long-term sustainability and resilience of the business. In an evolving and increasingly complex global environment, proactive risk management remains central to our strategy, enabling us to anticipate challenges, respond to uncertainties, and safeguard the interests of our stakeholders.
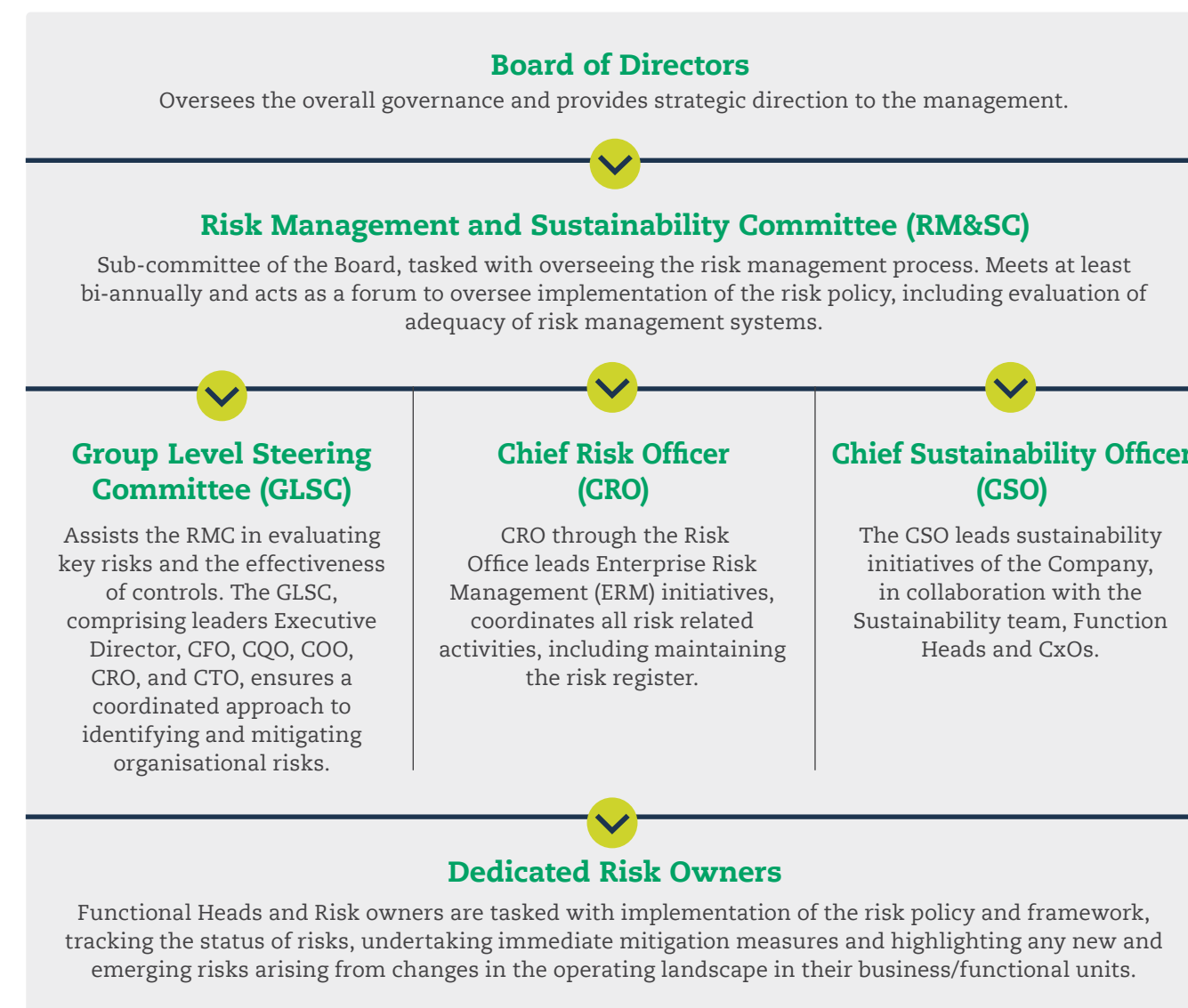
We view risk management beyond compliance, as a strategic enabler that supports our ability to achieve business objectives responsibly and sustainably. Our commitment towards a resilient risk management process is formalised in our Risk Management Policy

Our Risk Governance Structure

We recognise that in today's evolving business landscape, new uncertainties continually emerge that challenge established norms. To effectively navigate these changes and maintain strategic focus, the Company has established an integrated risk management approach. This comprehensive approach spans across all activities and control systems, aligning the entire organisation towards a common goal.

Strides' risk governance framework is designed to promote informed decision-making that is aligned with its defined short-term, medium-term, and long-term strategic and business objectives. By clearly outlining roles and responsibilities, the framework ensures comprehensive coverage and accountability across various levels in the Company, fostering a culture of proactive risk management and strategic resilience.

Board of Directors
Oversees the overall governance and provides strategic direction to the management.

Risk Management and Sustainability Committee (RM&SC)
Sub-committee of the Board, tasked with overseeing the risk management process. Meets at least bi-annually and acts as a forum to oversee implementation of the risk policy, including evaluation of adequacy of risk management systems.

Group Level Steering Committee (GLSC)
Assists the RMC in evaluating key risks and the effectiveness of controls. The GLSC, comprising leaders Executive Director, CFO, CQO, COO, CRO, and CTO, ensures a coordinated approach to identifying and mitigating organisational risks.

Chief Risk Officer (CRO)
CRO through the Risk Office leads Enterprise Risk Management (ERM) initiatives, coordinates all risk related activities, including maintaining the risk register.

Chief Sustainability Officer (CSO)
The CSO leads sustainability initiatives of the Company, in collaboration with the Sustainability team, Function Heads and CxOs.

Dedicated Risk Owners
Functional Heads and Risk owners are tasked with implementation of the risk policy and framework, tracking the status of risks, undertaking immediate mitigation measures and highlighting any new and emerging risks arising from changes in the operating landscape in their business/functional units.

Risk Management

Three lines of Defense

At Strides, we follow the three lines of defense model for risk management. This lays out clear risk management responsibilities and accountabilities to ensure that the Company's risk-related objectives are achieved.

| ① Departments/ Function Heads (dedicated risk-owners, risk managers and business unit heads) | ② Risk management & Sustainability committee, along with the Group Level Steering committee and the Chief Risk Officer | ③ Internal Auditor |

First Line of Defence

The first line of defence are the designated Risk Owners. These individuals are responsible for carrying out and embedding the risk management initiatives that are defined and delegated by the second line. The functional units and their leaders are directly accountable for identifying, managing, and mitigating risks as part of their everyday business activities. Risk ownership is integrated into daily operations, with each unit assigned specific roles and responsibilities to ensure that risks are addressed in a proactive and consistent manner.

The ultimate responsibility for risk management lies with the Function Heads. They are required to formally review and approve their department/unit's risk registers, ensuring that all risks are properly documented and managed. Within each function, individual risks are assigned to specific Risk Owners, which allows for clear accountability and traceability of actions taken.

Functional Heads play a critical role in identifying new and emerging risks relevant to their areas. They are also responsible for implementing appropriate controls in collaboration with the second line of defence and for regularly evaluating the effectiveness and progress of mitigation strategies. In addition, they work closely with Risk Owners to monitor Key Risk Indicators (KRIs) and act as the initial point of approval for any risks that need to be escalated within their function.

Risk Owners, in turn, are tasked with the day-to-day oversight of risks within their operational areas. Their duties include assessing risks, applying mitigation measures, ensuring that controls are effectively executed, and tracking relevant KRIs. They are also responsible for reporting any control failures or breaches of risk thresholds to both their Functional Head and the second line, along with recommended corrective actions.

Second Line of Defence

The Risk Management & Sustainability Committee (RM&SC), with the support of the Group Level Steering Committee (GLSC) and the Chief Risk Officer acts as the second line of defence at Strides, providing oversight of risk management practices and controls implemented by the business.

The GLSC, a sub-committee of the RM&SC supports by setting group-wide risk strategies, policies, and frameworks. It integrates risk into strategic planning and capital decisions, monitors group-level risks, and oversees the effectiveness of mitigation efforts. The GLSC also leads crisis preparedness and response, evaluates significant risk events, and ensures alignment with the organisation's overall risk posture.

The CRO independently leads the enterprise risk function, and the key responsibilities include developing the enterprise risk framework, consolidating, or decentralising risk registers, defining methodologies for risk identification and assessment, and ensuring clear accountability across all risk types.

The CRO also facilitates the articulation of risk appetite, supports KRI monitoring, and drives integration of risk management with internal controls, business continuity, and organisational awareness efforts. Together, the first two lines of defence set the approach, provide direction, and monitor risk management activities.

Third Line of Defence

The third-party Internal Auditor operates independently of the first and second lines and serves as the third line of defence at Strides, providing independent and objective assurance to the Audit Committee and the Board of Directors on the effectiveness of the Company's internal control systems. Building upon this robust risk governance framework, Strides has implemented a comprehensive audit process to ensure the effectiveness and continuous improvement of its risk management practices.

Audit Committee of the Board

The Board's Audit Committee is responsible for supervising and ensuring the efficacy of the risk management process, which falls under the purview of the Risk Management & Sustainability Committee. As part of this responsibility, the Audit Committee engages with both internal and statutory auditors to discuss significant findings and subsequent actions developed to mitigate identified risks.

Following each Risk Management & Sustainability Committee meeting, the Board receives a comprehensive update on the proceedings. Furthermore, independent audits of diverse business units are performed quarterly, encompassing an assessment of the risk management strategies employed within each function.

Risk Management process

Our risk management process adheres to globally recognised standards like COSO and ISO 31000: 2018. We have combined the dual approach of top-down and bottom-up approaches, for ensuring strategic oversight, comprehension of risk appetite and conducting regular risk reviews with different functions. Our risk management process:

Risk Review & Identification

The Risk Office interfaces with various functions as an intermediary to understand and review the nature of risks affecting different business functions, including sustainability risks. This team also actively monitors industry reports and trends to stay informed about external risks that may impact its own operations.

Identify & Evaluate Risks

After the comprehensive contextualisation of risk and collection of stakeholder input from the Risk Office, the GLSC identifies and evaluates strategic risks and emerging risks into thematic areas.

Risk Assessment & Prioritisation

Further, to effectively manage the risks identified, we use a standardised risk rating criterion to assess and prioritise critical risks requiring targeted mitigation strategies and management decisions in line with the Company's risk appetite. The risk criteria defined at an enterprise level uses a 5-point scale for rating risks based on the impact, likelihood, and velocity.

Risk Management

Our Enterprise Risk Management

Our Enterprise Risk Management (ERM) framework provides a structured and disciplined approach to identifying, assessing, mitigating, and monitoring risks across the organisation. The framework encompasses strategic, operational, financial, and compliance-related risks and is embedded within our governance and decision-making processes.

It fosters a culture of risk awareness and ownership across all levels of the Company, promoting accountability and informed risk-based thinking in day-to-day operations. During the year, the Company has taken significant steps to strengthen its risk management practices beyond the operational level. We have revisited our risk appetite and tolerance thresholds to ensure alignment with the Company's strategic objectives.

Based on this revised approach, the risk assessment scales have been updated to reflect the redefined parameters, enabling a more accurate evaluation of risks and their potential impacts. This has been complemented by an update to the enterprise-wide Risk Register, which included a re-assessment of existing risk profiles in line with the updated risk appetite, as well as the identification and documentation of new and emerging risks.

To enhance the agility and responsiveness of our risk oversight mechanisms, the Company has also decentralised the risk register to key business units, entities, and functions. This approach has improved visibility, ownership, and continuous monitoring of risks at the operational level. In parallel, we have defined and implemented Key Risk Indicators (KRIS) for critical risks, which serve as early warning signals and support timely intervention and mitigation actions.

Prioritising Risks based on Severity and Risk Scores

Based on the risk scores calculated in the risk analysis, risk is prioritised for focused attention by the management and appropriate risk response strategies for risks with higher risk scores. Risks are categorised as per the severity matrix and are prioritised as per Risk Prioritisation Criteria.

Our risk prioritisation matrix is available in page 74 of our .

Enhancing Risk Management through Structured Themes and Scales

To ensure effective monitoring and management, each risk is systematically categorised under key themes, enabling focused oversight and targeted action. Adequate controls and mitigation measures are established for each risk and are continuously reviewed and enhanced to adapt to evolving scenarios, driving a sustained reduction in residual risk scores, and reinforcing our commitment to proactive, resilient risk management.

The Company monitors risks across areas of Liquidity, Litigation & Contracts, M&A, Cost Competitiveness, Product Pipeline & Supply, Sustainable Market Presence, and Confidential Information. These areas undergo continuous review to identify vulnerabilities and enable proactive mitigation, ensuring business continuity and long-term value creation.

Current Risks

Patient Safety and Efficacy

Robust quality control measures and oversight

(I) ●

Mitigation Plan

Strides has enhanced controls in processes relating to packaging, production aids, manufacturing and procuring raw materials. Amongst other measures, the Company also alters product design to prevent mix-ups, introduce additional controls, and digitised critical control points.

Strides centralises quality policies and document workflows, tracks various activities electronically, and has SOPS and insurance for product recall in place.

Regulatory Compliance (Pharma Quality)

Non-compliance with regulatory and quality standards (GMP)

(I) (E) ●

Mitigation Plan

Strides has implemented key digitalisation initiatives to enhance and simplify QMS modules for better regulatory compliance and process improvements. Contamination control has been strengthened through Gemba walks and procedural modifications.

Data integrity is continuously reinforced with a dedicated policy and periodic surveys, improved process validation with SOPS and a Continuous Process Verification programme. Regular regulatory and customer audits are conducted, and a dedicated team monitors the latest regulatory developments. Additionally, Strides has a robust change management process to incorporate new guidelines.

(I) Internal (E) External   Inherent Risk Score ● High ● Very High

Risk Management

Human Capital

Inability to attract and retain skilled and technical workforce; loss of senior management personnel in critical leadership roles

(I) ●

Mitigation Plan

Strides has implemented retention plans for N-1 talent in technical functions to address attrition risks. Targeted retention strategies are in place for key roles at the Deputy General Manager level, supported by competitive compensation benchmarking to align with industry standards. Focused training and upskilling opportunities for technical and leadership roles boost employee loyalty, while structured career development and succession planning programmes improve retention of high-potential talent.

Attrition rates are monitored, and exit interviews are conducted to refine retention strategies. Structured career development is ensured through the Strides Competency Framework, skill mapping, and multi-skilling programmes. Strategic retention initiatives and continuous engagement efforts are implemented to retain key talent.

Geopolitical Changes

Adverse changes in global trade policies and tariffs

(E) ●

Mitigation Plan

The Company proactively tracks changes in global trade policies and conducts thorough scenario-based analyses to assess potential impacts. By preparing for various scenarios, the ensures they can make informed decisions, either absorbing manageable risks or implementing strategies to mitigate significant adverse effects, thereby maintaining operational stability and financial health.

Cyber, Data protection and Privacy Risks

Cyber Attacks (malware, phishing, ransomware, etc.) and security breaches of IT/OT systems; Non-compliance with the Data Privacy regulations (DPDP & GDPR) and inadequate data protection measures

(I) (E) ●

Mitigation Plan

Arco Lab Pvt. Ltd., a wholly owned subsidiary of Strides, manages cyber security under the shared services model. As a global capability centre, it supports business excellence through life sciences consulting, technology, and business solutions.

Comprehensive security controls include an annually reviewed policy, defined roles, and 24/7 monitoring through SIEM, SOC, and Forcepoint DLP. VAPT, annual risk assessments, and monthly dashboards further strengthen oversight. Security awareness training, a Cyber Crisis Management Plan aligned with ISO 27001, malware management, and robust filtering safeguard systems. OT segments are isolated with VLANs. With ISO 27001 and ISO 27701 certifications, Arcolab ensures trusted data security and privacy.

(I) Internal   (E) External   ● High   ● Very High

Building a Risk Resilient Culture

Strides is fostering a robust, risk-resilient culture by proactively integrating risk management principles into every facet of its operations and workforce development. This involves not only establishing comprehensive risk management frameworks but also empowering employees at all levels to identify, assess, and mitigate potential risks.

- Identifying and assessing potential risks and vulnerabilities;
- Developing tailored contingency plans for various scenarios;
- Assigning clear roles and responsibilities within our dedicated business continuity team;
- Conducting detailed Business Impact Analysis (BIA) across all critical departments and units.

Our organisation has implemented comprehensive Business Continuity Plans (BCP) for all its manufacturing, R&D, and corporate locations across India, the United States, and key operational subsidiaries worldwide. These plans ensure operational resilience and business continuity in the face of unforeseen disruptions, reinforcing a robust risk management culture that supports long-term value creation and sustainability. A summarized version of out Business Continuity Policy is available at Strides' Business Continuity Policy

Through targeted training, workshops, and ongoing communication, Strides cultivates a shared understanding of risk and promotes informed decision-making, ultimately building a more adaptable and resilient organisation capable of navigating the complexities of a dynamic global landscape.

Ensuring Business Continuity (BCP)

We have implemented a robust Business Continuity framework aligned with ISO 22301:2019 and industry best practices to ensure uninterrupted operations for critical functions and secure interdependencies. Our framework is guided by principles of proactiveness, comprehensiveness, integration, and continual improvement, and is governed by a structure including the Risk Management Committee (RMC), Global Leadership Steering Committee (GLSC), Chief Risk Officer (CRO), and Location Crisis Management Teams (LCMT). Our approach involves:

- Consistently assessing risk factors to ensure adherence to legal obligations;

Risk Management

Training and Awareness programmes

During FY25, the Company conducted a third-party tabletop exercise on Business Continuity Plan for its leadership team. The tabletop exercise simulated a series of accidents that could impact Strides' operations, employees, revenue, and reputation. The core theme of the simulation revolved around crisis response towards events like fire outbreak, cyclone, and supply disruption.

It was attended by 19 leaders from different verticals. The team responded to the scenario after considering operational, reputational, and regulatory impacts on Strides, as well as the effectiveness of their mitigating actions.

They demonstrated a strong understanding of when to escalate issues to higher management and external support, promptly addressing the potential impacts and resolutions of incidents identified during the simulation. Employee safety and welfare were prioritised throughout the response.

Additionally, the leadership team also maintained clarity and consensus on how to manage media inquiries. Strides

also organised four separate training and awareness sessions for designated participants from Corporate, R&D, KRSG, Chandapura, Puducherry and Alathur facilities.

Financial Incentives which Incorporate Risk Management Metrics

We link performance evaluations for individuals from CxOs to mid-management across key functions (including Quality, EHS, Enterprise Risk Management & Compliance, and Finance) to their effectiveness in identifying, mitigating, and managing risks. This approach reinforces accountability and contributes to the ongoing success of the Company's risk management process.

Emerging Risks

As the global landscape evolves, companies face a growing set of emerging risks that are long-term, externally driven, and often difficult to predict. Unlike traditional operational risks, these threats carry strategic implications for resilience, innovation, and stakeholder trust.

At Strides, we have taken a proactive approach to identifying and assessing emerging risks to ensure long-term business continuity, scientific advancement, and responsible growth. In light of our operating context and future direction, we have identified the following focus areas with the potential for material business impact.

1. Misinformation and Disinformation

Category: Technological

Misinformation and disinformation have been identified as among the most disruptive emerging risks over the long term. The exponential rise of AI-generated content, social media echo chambers, and polarised information ecosystems has made it easier than ever for false or misleading narratives to spread - rapidly and at scale. At Strides, disinformation poses a critical risk by eroding trust in science, driving vaccine hesitancy, and threatening treatment uptake during health crises. Misinformation and disinformation are fundamentally tech-driven risks, enabled by the speed, reach, and anonymity of digital platforms, social media algorithms, and more recently, AI-generated synthetic content. For Strides, this is beyond reputational concern, it directly affects regulatory timelines, market access, clinical trial participation, and public health outcomes. It must be treated as a strategic enterprise risk, not a communications issue, requiring cross-functional vigilance, digital monitoring, and health literacy initiatives embedded into business strategy. We have evaluated the potential impact of misinformation and disinformation across various stages of our value chain.

Value Chain Stage	Impact of Misinformation/ Disinformation	Strategic Consequence
Product Launch & Marketing	Viral falsehoods about drug safety, side effects, or pharma intentions can derail public acceptance.	Loss of revenue, failed launches, need for costly public education campaigns.
Regulatory & Market Approval	Disinformation-driven public pressure or political narratives can cause regulatory delays or push backs.	Slower time-to-market, lost exclusivity windows, increased regulatory scrutiny.
R&D	Misinformation around trial ethics or data misuse can reduce patient recruitment and trust in science.	Study delays, site closures, long-term reputational harm to innovation pipeline.
Reputation & Stakeholder Trust	Sustained disinformation about pricing, ethics, or safety damages investor confidence and brand equity.	Long-term erosion of stakeholder trust, and vulnerability to activism.

Risk Management

To address this risk, we are implementing proactive digital monitoring to track emerging narratives across social and mainstream media. Internal response protocols are being developed to manage misinformation spikes, particularly during product launches or health crises. We are also partnering with health authorities and independent fact-checkers to deliver coordinated, evidence-based messaging.

In parallel, we are rolling out targeted health literacy initiatives for patients and providers, supported by culturally adapted communication strategies. Cross-functional crisis response teams are being trained to respond effectively, and science-backed public education campaigns are planned to build sustained trust in key therapeutic areas.

2. Loss of Biodiversity

Category: Environmental

Biodiversity loss and ecosystem collapse are emerging as critical long-term risks for the pharmaceutical industry. A significant portion of pharmaceutical compounds originate from natural ecosystems - forests, marine environments, and micro-organisms - which are now under threat due to climate change, deforestation, pollution, and habitat destruction. As species disappear and ecosystems degrade, pharma companies risk losing access to valuable biological resources, slowing innovation and threatening supply chains.

Biodiversity loss poses a direct risk to the sector's ability to develop new drugs from natural sources. It's not just a supply issue, but a strategic constraint on long-term innovation, requiring action across R&D, sourcing, and ESG strategy.

Value Chain Stage	Impact of Misinformation/ Disinformation	Strategic Consequence
R&D Pipeline Development	Limited inputs from nature slow development of first-in-class drugs.	Reduced R&D ROI; greater reliance on synthetic libraries.
Raw Material Sourcing	Disruption in supply of plant- or marine-derived precursors.	Increased cost and volatility in production; potential delays or reformulations.
ESG and Regulatory Compliance	Growing expectation to align with global biodiversity frameworks (e.g., GBF), and disclose nature-related risks (TNFD).	Risk of regulatory scrutiny, green washing accusations, or loss of ESG investor interest.

We are integrating biodiversity considerations into our operations and carrying out a third-party biodiversity risk assessment of 2 of our plants in India, including the flagship plant in Bengaluru which shall enable us to understand our risk exposure and accordingly take necessary remedial measures.

3. Deglobalisation and Workforce Mobility Restrictions

Category: Geopolitical

The pharmaceutical sector has long depended on globally integrated operations - from clinical trials in diverse geographies to cross-border R&D collaborations, international talent mobility, and offshore manufacturing. Rising geopolitical tensions, nationalist policies, visa restrictions, and localised supply chain strategies are driving a slow but steady trend toward deglobalisation.

Workforce mobility restrictions - including tighter immigration controls, talent protectionism, and remote work limitations - are reducing the flow of highly skilled professionals across borders. For Strides, this creates strategic risks that affect talent availability, regulatory coordination, R&D productivity, and the resilience of global operations.

Deglobalisation and restrictions on workforce mobility are reshaping how pharmaceutical companies operate across borders. The impacts are being felt across the value chain - from R&D and clinical trials to manufacturing, regulatory processes, and talent strategy.

Value Chain Stage	Impact of Misinformation/ Disinformation	Strategic Consequence
R&D and Innovation	Restrictions on international scientist mobility hinder cross-border collaboration and knowledge exchange.	Slower innovation cycles, limited access to global expertise, and weakened academic partnerships.
Manufacturing and Supply Chain	Push for local manufacturing increases costs and reduces supply chain flexibility; tariffs disrupt material flows.	Higher operating costs, regional production redundancies, and risk of inefficiencies.
Regulatory Compliance	Fragmented regulatory expectations in a deglobalised world led to duplicative filings, data privacy frictions, and delayed mutual recognition.	Slower market entry, increased resource requirements for parallel filings and audits.

To strengthen resilience, talent pipelines are being reinforced through local hiring partnerships, remote work infrastructure, and internal upskilling initiatives. We are closely monitoring geopolitical and trade policy developments through scenario planning and actively engaging in industry associations to advocate for balanced workforce and mobility policies. Supply chains are being closely monitored to ensure diversified vendor networks, thereby ensuring continuity under varying global conditions.

Product Quality and Responsibility

Quality is more than a goal at Strides; it's an integral part of our philosophy and daily operations. Our comprehensive quality frameworks ensure adherence to current Good Manufacturing Practices (cGMP) throughout our operations, encompassing functions such as manufacturing, supply chain, quality control, quality assurance, and IT.

The 'One Strides-One Quality' culture is driven by a robust system that includes SOPs, employee training, digital advancements, performance evaluations, and regular audits.

In line with this, Strides is committed to a rigorous set of global quality standards to guarantee the safety, efficacy, and regulatory compliance of its pharmaceutical products. Our manufacturing facilities strictly comply with multiple GMP regulations, including those required by the USFDA, EU-GMP, MHRA (UK), WHO-GMP, TGA (Australia), ANVISA (Brazil), SAHPRA (South Africa), CDSCO (India), the State Service of Ukraine, NDA (Uganda), and Health Canada, among others.

We adhere to current Good Manufacturing Practices (cGMP) and hold ISO 14001 certification, reflecting a firm commitment to environmental stewardship through a robust Environmental Management System (EMS). Our quality governance further encompasses current Good Laboratory Practice (cGLP), current Good Distribution Practice (cGDP), current Good Warehousing Practice (cGWP), and current Good Engineering Practice (cGEP). Collectively, these standards ensure product integrity, safety, and consistency across the value chain — from research and development through manufacturing, storage, and distribution.

We perform rigorous quality checks at various production phases to ensure uniformity and compliance with our standards. The frequency of these checks depends on the production stage and dosage form, covering everything from raw materials to packaging elements, in-process evaluations, and completed products. During production, in-process checks are initiated at the start of each batch and at pre-defined intervals.

To boost manufacturing efficiency and consistently maintain top quality standards, we utilise diverse methodologies for operational excellence. We have consistently fostered a culture of innovation and excellence across the organization, with Project Rise serving as a testament to this commitment.

Enduring Commitment to Quality (Product Quality Programmes) [27]

Quality and compliance are embedded at every level, with each employee assuming accountability through clearly defined Key Result Areas (KRAs). Executive management reinforces this framework by driving the implementation of the Quality Policy and Quality Management System (QMS), ensuring adequate resource allocation, oversight of production, timely delivery of products, and the effective integration of recommendations arising from QMS reviews and related events.

Our global QMS is reinforced through stringent checks and balances. Monthly quality forums and digital dashboards keep executives informed, while corporate-level procedures oversee risk management through regular assessments and mitigation. By addressing nonconformities before delivery, we prevent faulty products and enhance customer satisfaction.

Documentation and tracking through risk registers guarantee governance and effectiveness.

Moreover, the Board Level Risk Management and Sustainability Committee oversees the mitigation of quality risks.

This approach ensures that quality management is all-encompassing within the organisation. Essentially, at Strides, quality management is a collective endeavour, with thorough systems instituted to guarantee ongoing oversight and advancement.

[27]GRI 3-3

Product Quality and Responsibility

Project RISE

Resetting Quality Improvement and Sustainable Excellence (Project RISE)

Project RISE was initiated about couple of years back as an aspirational goal at KRSG, our flagship manufacturing site at Bengaluru. Designed to elevate quality standards and enhance overall performance, the programme prioritises the development of a robust culture of quality and the integration of excellence across our core operations. At the heart of Project RISE are its four fundamental pillars: Quality Culture, Product Robustness, Analytical Method Robustness, and Investigation Excellence.

The journey of Project RISE started at the KRSG facility, where the first phase was successfully completed towards the end of 2024. From its origins at KRSG, Project RISE has expanded to other sites in India and internationally, demonstrating our aspiration to lead in innovation and excellence.

Now, at the KRSG facility, RISE moves into its 2.0 phase, set to showcase leadership in innovation using digital transformation as a focus area. This includes adoption to newer technologies such as AI and ML. Concurrently, the first phase is being implemented

at additional Indian and international sites, including one of our largest facilities in India and a strategically important location overseas. This reinforces our commitment to fostering a strong quality culture across the entire manufacturing network.

Our Quality Culture Programme is playing a crucial role in enhancing collaboration amongst different departments and empowering data-driven decisions. Through the adoption of advanced technology and techniques, we are achieving significant performance boosts,

highlighted by a notable increase in Overall Equipment Effectiveness (OEE).

Through Project RISE, we are strengthening our quality standards while embedding a culture of excellence across the organization. By empowering frontline teams and enhancing our quality control systems, Strides is consistently raising benchmarks for quality and efficiency ensuring product safety and delivering the highest quality medicines to patients.

4 Pillars of Project Rise

Product Robustness

Prioritising products robustness using a four-step approach to achieve product mastery, ensuring high standards of quality and reliability across the production lifecycle.

Investigation Excellence

Strengthening non-compliance resolution with timely and effective measures, refining SOPs, enhancing training, and ensuring continuous improvement through retrospective reviews and system revalidation, thus ensuring superior response and resolution to quality events.

Quality Culture

Fostering a strong compliance mindset and empowerment among frontline employees through dual focus on quality and delivery, enhancing training effectiveness, and promoting cross-functional collaboration to sustain a culture of excellence.

Analytical Method Robustness

Implementing error-proofing measures in QC labs, achieving reduction in Out-Of-Specifications (OOS) events, and integrating advanced technologies to improve accuracy and consistency in testing processes.

> **Project RISE reflects our commitment to quality and efficiency, setting higher benchmarks while driving cultural transformation at Strides.**

Harnessing Technology to Elevate Quality (Product Quality programmes)

Strides is committed to fostering innovation to uphold and elevate quality standards. We use a variety of technologies, including digital transformation, data analytics, business intelligence, robotic process automation (RPA), virtual reality tools, and artificial intelligence, to improve accuracy in pharmaceutical production and greatly reduce error rates.

These advanced solutions enable informed and timely decision-making, supporting continuous improvement and adherence to the highest quality benchmarks.

These checks safeguard product safety and ensure the delivery of high-quality medicines to patients, thereby reinforcing our position as a trusted player in the pharmaceutical industry. Our long-term growth strategy emphasises cost optimisation through digital initiatives and strategic capital allocation to maximise these opportunities.

In FY25 we completed 19 regulatory inspections at our sites in India and abroad, conducted by top health authorities such as USFDA, ANVISA, EU GMP,

MHRA, and TGA. All inspections concluded without major observations, reflecting the strength of our systems, the dedication of our teams, and the confidence global health authorities place in Strides.

Product Quality and Responsibility

Upcoming Digital Programs Empowering Data Insights and Operational Excellence:

Initiatives	Actions
1 Digital QMS	Transitioning to an AI-powered platform to automate tasks, using Natural Language Processing (NLP) and Machine Learning (ML) for intelligent features like auto-categorisation and auto-summarisation. Integrates with existing data systems to enhance efficiency.
2 Early Warning System	Implemented for chromatographic techniques using AI tools to promptly detect anomalies, integrating findings with eQMS and ERP for streamlining batch reviews and enhancing data integrity.
3 Electronic Cleaning Validation	Manages Maximum Allowable Carryover (MACO) documentation efficiently, simplifies cleaning validation, ensuring compliance, traceability, and operational efficiency.
4 ERP System	Provides real-time data transfer between ERP and LIMS systems, improving laboratory efficiency, accuracy, and regulatory compliance, optimising overall quality control. Currently upgrading from existing ERP to advanced version for optimised processes and enhanced collaboration, using real-time data processing for strategic growth and agility.
5 Electronic Batch Processing	Enables efficient execution of batch processing, optimising workflows and compliance, with ongoing Continued Process Verification (CPV) monitoring for process validation and quality assurance.
6 Quality Metrics Review	Conducts a theme-based review of identified quality metrics with real-time analytics, supporting CAPA implementation and aligning with FDA's QMM programme by evaluating identified KPIs.

Quality Excellence

Our Quality Control (QC) labs, employs cutting-edge spectroscopy and chromatography techniques, including High-Performance Liquid Chromatography (HPLC), Gas Chromatography (GC), and High-Resolution Mass Spectroscopy (HRMS), to test samples and analyse critical requirements. Our Laboratory Information Management System (LIMS) documents these analyses and integrates with ERP and eQMS to log quality management system events, ensuring product quality within a regulated environment

This year, Strides has undertaken significant enhancements and expansions within its QC laboratories, aimed at meeting the increasing demands for sensitivity, specificity, and regulatory compliance. One of the key developments includes the upgrade of new gen- Chromatography Data System software across all chromatography instruments including LC, GC, IC, and LC-HRMS. This upgrade features integration with the 24/7 Instrument Controller, which independently manages chromatographic instruments, thereby enhancing system reliability and enabling centralised control over our operations.

In addition, our QC capabilities have been strengthened by the implementation of the Electronic Raw Data System (eRDS) project. This development automates the direct transfer of data from laboratory instruments to a centralised digital repository, eliminating the need for manual transcription on a paper-based system.

This automation, in addition to reinforcing our sustainability efforts, also strengthens data integrity, improves efficiency, and enhances compliance within analytical workflows, thus optimising our lab operations further.

Moreover, we have upgraded existing HPLC systems with additional detector modules, such as Refractive Index Detector (RID), Fluorescence Detector (FLD), and Diode Array Detector (DAD), expanding our analytical capabilities substantially. We have also replaced the Gas Chromatography (GC) autosampler unit with an updated version, significantly enhancing performance and reliability for liquid injection processes. Two new GC instruments have been installed to boost throughput and support our quality operations effectively. These systems enable Strides to meet and exceed

industry standards for quality and regulatory compliance while striving for excellence in every aspect of our operations.

Quality Assurance

We proactively identify potential challenges and ensure our workforce is future-ready through comprehensive internal reviews and simulated audits. In FY25, 75 internal and customer audits were conducted, and all Corrective and Preventive Actions (CAPAs) were successfully closed within the required timelines, demonstrating our focus on addressing issues promptly. Cross-functional teams receive regular training to ensure they can provide accurate information quickly and effectively. Additionally, we maintain open communication with regulatory bodies to stay updated on current compliance requirements, helping us remain audit ready at all times.

Product Quality and Responsibility

Quality Focused Trainings

Onboarding and Continuous Learning (Induction)

At Strides, we ensure our employees have the necessary skills for quality and compliance through a strong training system. Our onboarding includes GMP training via our Learning Management System (LMS), which combines classroom lessons, practical exercises, and online modules. We provide annual refreshers and monthly assessments for ongoing learning, requiring employees to pass role-specific training with a 100% pass rate. Once completed, the training coordinator certifies and endorses it electronically.

Innovative Learning Technologies

We enhance training effectiveness by integrating technologies like virtual reality (VR) and augmented reality (AR) into modules. Our digital employment engagement tool, an interactive platform on mobile devices, offers daily learning on behaviour and technical skills, rewarding users with points for completion. It covers vital topics like Data Integrity, Contamination Prevention, and Emerging Risks, giving management insights into employee development.

Training through Learning Management System and Specialised Academies

Training is delivered through e-learning via our Learning Management System (LMS) and covers SOPs, cGMP, Data Integrity, and general awareness, with quizzes requiring 100% passing. Compliance is enforced through a digital lock-in mechanism, managed by our specialized Quality Management System (QMS) software, ensuring employees who have not completed mandatory training are not assigned job responsibilities. For senior QA and QC staff, the Strides Leadership Pathway and Quality Managers Academy cover technical trends, best practices, compliance, and leadership, offering certification through projects. The 'Train-the-Trainer Programme' enhances trainers' skills in facilitation and communication, using targeted modules and exams to ensure effective training.

Digital Controls

We make sure tasks are handled by qualified personnel using digital and access control measures. Our Quality Academy prepares quality leaders, and the Plant Manager Academy (PMA) focuses on efficient operations management. Subject Matter Expert (SME) programmes offer deep expertise through extensive training. Regular training and refresher courses are conducted, and access to GMP areas is limited to trained staff to uphold compliance standards.

Leadership and Webinar-based Training

Our Leadership Training Programme supports continuous learning and collaboration. Functional heads lead monthly sessions on specific expertise and leadership skills, while subject matter experts facilitate cross-functional training aligned with the Annual Training Calendar. Webinars from the International Society for Pharmaceutical Engineering (ISPE), Indian Pharmaceutical Association (IPA), and Parenteral Drug Association (PDA) are tracked in our Learning Management System for compliance and oversight.

Mentorship and Interactive Townhalls

The Quality Fabric Initiative, a mentorship programme, enhances our quality culture through projects backed by training from internal trainers and external consultants. Completing these projects demonstrates employees' commitment to quality.

Quarterly town halls at site and corporate levels, led by the leadership team, focus on business and quality themes. Each themed session includes a Q&A, allowing employees to engage openly with leadership.

Customer-Centric Quality Processes

At Strides, our governance procedures focus on customer satisfaction while upholding quality and safety standards. Our Quality Policy involves proactive engagement with customers to swiftly address quality issues, emphasising customer and patient safety. We provide multiple channels for reporting concerns, including designated email IDs (quality@strides.com and drugsafety@strides.com) available on our website, product packaging, social media, digital marketing platforms, paper submissions, and a toll-free number. Apart from these, complainants can also reach out through corporate channels and other digital means (For raising concerns on product quality, you can also visit our website's "About Us" page). Whenever a complaint is raised, the recipient does initial screening and shares the compliant with designated email IDs. Thereafter, SoP is followed for resolution. Quality team verifies complaint details such as issue description, complainant details, product and batch information, manufacturing site, and complaint type, after which the complaint coordinator logs the complaint at the relevant site. Each complaint undergoes thorough evaluation for patient safety, product efficacy, and regulatory compliance to determine necessary field actions, supported by a structured escalation matrix and third-party verifications.

In FY25, we enhanced our complaint management system through quality and digital initiatives. Our Quality Governance team meticulously oversees the complaint lifecycle, focusing on key milestones like preliminary investigation reports, root cause plans, and prompt closures. Our eQMS supports detailed investigations and corrective actions, optimising recall procedures with integrated digital workflows for compliance and safety. Following corporate SOPs, we promptly communicate product recalls to relevant authorities, healthcare providers, distributors, retailers, stockists, and consumers, based on severity and regulatory guidance, to uphold product quality and ensure patient safety.

Supplier Quality Management

We recognise that securing high-quality input materials is vital to our operations. The Quality team along with the Procurement team ensures a smooth and continuous supply of essential materials for both development and manufacturing. We have a rigorous supplier quality management system, starting with thorough screenings of the vendor, including their compliance history, sustainability initiatives including environmental parameters, incoming raw materials and setting standards for physical, chemical, and microbiological criteria. Materials undergo inspections, verifications, and sampling to ensure specifications are met, with discrepancies prompting immediate investigation and documentation.

Regular quality checks involve comprehensive testing upon receipt and periodic retesting every 6 to 12 months. Senior management reviews quality trends and assesses risks to ensure issue preparedness. Our vendor management programme qualifies vendors with predefined criteria, auditing API vendors to ensure compliance. Non-compliant vendors are disqualified, ensuring supply chain continuity with alternate vendors. Vendor performance is assessed digitally, with monitoring intensity based on risk classification. We use robotic process automation (RPA) tools for continuous vendor monitoring to promptly address regulatory actions. We also provide a Corrective and Preventive Action (CAPA) plan to suppliers, addressing gaps and areas for improvement, with periodic reassessments to track progress.

Product Quality and Responsibility

Regulatory Compliance

We adhere to regulatory guidelines issued by WHO, USFDA, EMA, CDSCO, PIC/s, and MHRA, among others. Our quality governance systems involve continuous screening with RPA tools to adopt regulatory changes efficiently.

In FY25, enhancements to our escalation matrix have fortified our regulatory compliance efforts by integrating digital workflows into recall procedures, streamlining initiation, execution, and closure processes, ensuring

alignment with regulatory requirements while safeguarding patient and customer interests.

Product Recalls

Over the past four years, we have had no Class I recalls, in FY24, we experienced two Class II recalls.

All inspections during this period concluded satisfactorily with continued regulatory approval status. In FY 2025, we upheld full compliance with all regulatory requirements and successfully underwent 19 inspections.

Category (USFDA)*	FY25	FY24
Class I recalls	0	0
Class II recalls	0	2

*India plants

Pharmacovigilance: Ensuring Safety and Compliance

Across our global product range, we proactively track and analyze adverse events, side effects, and quality issues through our advanced pharmacovigilance system, implementing prompt measures to safeguard patients and uphold product integrity.

We generate adverse event reports to ensure product safety, compliance, and transparency. As a generic pharmaceutical company, we conduct bioavailability/bioequivalence studies when required and share safety and efficacy data with regulators to uphold patient safety.Post-marketing data is also shared with regulatory authorities in line with guidelines. Our firm has undergone four FDA PV audits in 2012, 2015, 2018, and 2024 demonstrating our commitment to safety standards.

The most recent audit at our facility in USA, was satisfactorily closed, and we received the Establishment Inspection Report from the FDA, affirming our system's effectiveness. Our pharmacovigilance services are assessed during plant inspections, including at KRSG and Alathur, ensuring comprehensive safety oversight.

Our pharmacovigilance team proactively monitors trends and developments to improve our products' risk-benefit profile. We engage in various critical activities, including:

Collecting adverse drug reaction reports

Performing signal detection activities

Processing Adverse Drug Reaction (ADR) reports in the Individual Case Safety Report (ICSR) database

Submitting individual case safety reports (ICSRs) to regulatory authorities

Preparing aggregate reports, including Periodic Safety Update Reports (PSUR), Periodic Benefit-Risk Evaluation Reports (PBRER), Periodic Adverse Drug Experience Reports (PADER), and Clinical Assessment Reports (CAR).
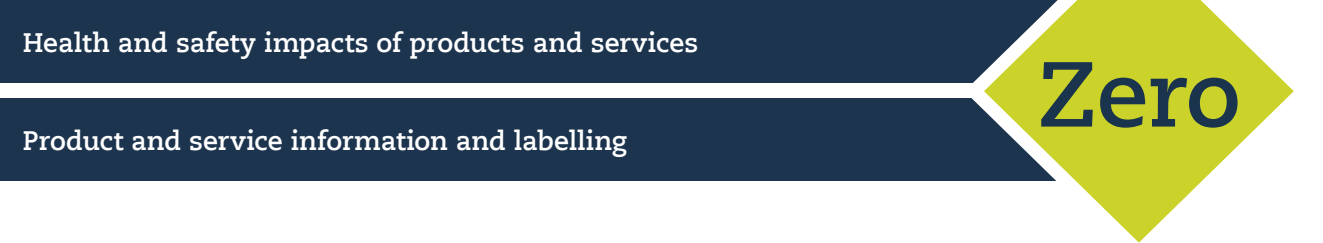
Recommending label updates as guided by regulatory agency requirements

Incident of non-compliance in FY25 Concerning[28]

Health and safety impacts of products and services

Product and service information and labelling

Zero

Combating Counterfeit Drugs

By strengthening collaboration with regulatory bodies, participating in joint anti-counterfeiting initiatives, and enhancing communication channels, we have empowered our monitoring team with advanced detection techniques and streamlined reporting processes to enable swift action against suspicious activities.

By leveraging our Track and Trace software platform, we implement end-to-end serialization and traceability

across the entire supply chain. Each product is assigned a unique identifier, enabling real-time tracking from manufacturing through distribution to the end customer. These comprehensive mechanisms, including unique product identifiers, induction sealing, and barcode scanning, have collectively enabled real-time product tracking and reinforced our commitment to maintaining the integrity and authenticity of medicines.

Streamlined reporting processes have been implemented to make it easier for customers and suppliers to report suspected counterfeit products via online portals, mobile

apps, and dedicated hotlines while continuously monitoring our supply chain to detect and avert counterfeit activities, aided by regular audits. As part of our process, we ensure that any detection of counterfeit products is promptly reported to regulatory agencies, followed by the initiation of all necessary corrective and preventive actions.

Through a holistic quality approach, we uphold excellence in safety, efficacy, and compliance, fostering continuous enhancement across operations with an integrated structure and a quality-driven mindset across all functions.

[28]GRI 416-1, 416-2, 417-1, 417-2

Responsible Supply Chain

At Strides, our supply chain approach is built around being responsive, resilient, and accountable, balancing customer needs with environmental, social, and governance (ESG) considerations. We focus on creating strong governance and a collaborative workforce that works together to develop patient-centred partnerships, delivering quality and safe medicines while maintaining environmental sustainability. Our processes are designed to provide customers with the right product at the right quality, and at the right time.

Having a responsible supply chain plays a key role in this, especially given our supplier network spans across the globe. With seven manufacturing facilities across four continents including five US FDA-approved plants, our operations emphasise agility, reliability, and accountability. We manage the full pharmaceutical value chain, from sourcing raw materials to distributing finished products in over 100 countries, covering major markets in North America, Europe, Australia, Asia, and Africa.

Our supply chain management is driven by the ethical governance framework. The Procurement team at Strides is tasked with the successful implementation of the Supply Chain Management Programme, strategic oversight is provided by the Group Level Steering Committee, which consists of key executive members.

Additionally, the programme undergoes periodic evaluations by the Board-level Risk Management and Sustainability Committee (RM&SC) to ensure its effectiveness.
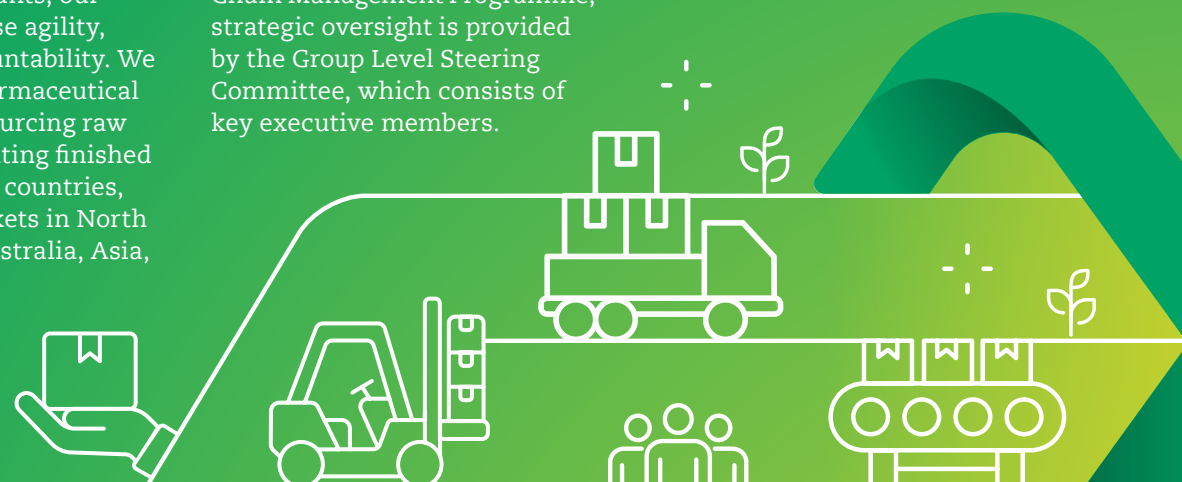
Our supply chain strategy emphasises ethical compliance, adherence to regulatory requirements, and achieving sustainability goals as outlined in our Vendor Code of Conduct (Code). In alignment with these objectives, 90% of our suppliers have signed our Vendors Code of Conduct, acknowledging our sustainability expectations and the importance of adhering to ethical and sustainable business practices.[29]

The code includes commitments to address and prevent issues such as corruption, labor rights violations, conflicts of interest, environmental damage, and product safety concerns. It ensures that our suppliers operate in an ethical, responsible, and sustainable manner.

⟩ [29]GRI 3-3

Supplier Sustainability Efforts: Advances and Insights

This year, as an extension to our responsible supply chain practices, we have expanded our Vendor Code of Conduct and also adopted a Responsible Sourcing Policy. The policy sets the foundation for evaluation, assessment, and risk management in our supply chain, encompassing both suppliers and buyers. This policy aims to improve the environmental, social, and economic outcomes of our procurement processes by integrating sustainability principles into various aspects of sourcing and supplier engagement.

Integrating Sustainability Principles

By integrating Sustainability principles in our procurement policy, we imbibe Sustainability as a core pillar in our business continuity by building sustainable supply chain. This approach ensures that our supply chain not only meets our operational needs but also contributes positively to broader sustainability goals.

Cultivating a Culture of Sustainability

We are dedicated to promoting a culture of sustainability among our suppliers. By encouraging them to adopt practices that minimise environmental impact, enhance social conditions, and strengthen governance structures.

Fostering Collaborative Relationships

Through strategic partnerships with our suppliers, we provide guidance and support as they strive to develop more sustainable operations. Our focus is on nurturing governance practices that lead to long-term improvements and mutual benefits.

Supplier Management

Before being approved as a qualified source, each vendor undergoes a comprehensive evaluation process that goes beyond Quality Metrics, including cGMP metrics and regulatory assessments.

This thorough review ensures that all critical aspects of the vendor's operations align with our global regulatory expectations and industry standards. As part of this dedication to quality, we re-evaluate vendors every 3 years through our periodic Re-Qualification process. We use customised audit checklists designed specifically for different types of vendors, such as API/Excipients, Packaging Materials, and Contract Testing Laboratories. Our audit and screening checklists follow international frameworks such as the PSCI principles, to address environmental, social, and governance aspects.

Responsible Supply Chain

Management Approach

Planning and Integration

To strengthen our end-to-end planning capabilities, Strides is investing in Integrated Business Planning Application. This advanced platform will enhance demand forecasting, scenario analysis, inventory optimisation, and enable faster response to changing market dynamics significantly improving visibility and agility across the supply chain.

Logistics and Distribution

We work with trusted logistics partners and shipping liners for our global distribution across continents ensuring reliable services. We are actively transitioning to Biofuel-powered sea freight reducing carbon emissions upto 80% on shipments to Europe and Australia.

Procurement

We maintain a **diverse and globally distributed supplier base**, governed by a robust supplier qualification and performance management programme. This includes regular audits, risk reviews, and quality checks to ensure ethical sourcing and compliance with global standards.

Manufacturing

With multiple manufacturing locations capable of producing overlapping product portfolios, Strides has built **flexibility into production capabilities**, enabling business continuity during supply disruptions or demand surges. This multi-site approach also supports geographic diversification and business continuity planning.

Supply Chain Business Continuity Planning

Ensuring continuity of supply especially in the healthcare industry is not optional. Our supply chain risk management framework is built around identifying, mitigating, and preparing for key risks, while enabling fast, data-driven decisions.

Risk Assessment

Strides has identified several key risk categories:

Supply Disruptions:
Delays or quality issues in production or raw materials.

Geopolitical Instability:
Conflicts or trade restrictions affecting sourcing.

Logistics Disruptions:
Port congestion, container shortages, or route blockages.

Natural Disasters and Climate Events:
Floods, earthquakes, or extreme weather.

Pandemics/Health Crises:
Workforce, manufacturing, and drug resistance misuse and challenges in managing emerging treatment gaps

Cybersecurity Threats:
Threats to internal or third-party digital infrastructure.

Mitigation Strategies

We adopt a **multi-tiered mitigation approach**, including:

Supplier diversification and dual sourcing.

Flexible manufacturing across facilities.

Regular audits of suppliers and transport partners.

Strategic stockpiling of critical inputs.

Long-term supplier partnerships for better visibility.

Risk Monitoring

We conduct regular risk assessments and scenario planning through:

Monthly and quarterly risk review meetings.

Supply chain mapping with suppliers to understand their local risks.

KPI dashboards for early warning signs (e.g., delivery delays, inventory turns).

Demand Surge Management

To manage unexpected demand spikes:

Spare capacity in plants allows quick ramp-up.

Strong supplier relationships enable rapid raw material procurement.

Expedited freight options ensure priority shipments are delivered on time.

Contingency Management

Strides maintains **comprehensive contingency plans,** including:

Rapid activation of pre-approved alternate suppliers.

Alternate logistics routes pre-identified and tested.

Business Continuity Plans (BCP) across critical nodes.

Insurance coverage for business interruption and cargo risks.

Responsible Supply Chain

Distribution of Suppliers

Our advanced ERP tool provides detailed insights into the entire supply chain, enhancing visibility and oversight from active pharmaceutical ingredient (API) sourcing to the distribution of finished products. This technology, combined with real-time dashboards, boosts our supply chain capabilities, allowing for meticulous monitoring and optimisation to pursue operational excellence.

Notably, over 73% of our procurement (by value) is carried out through local suppliers based in India, thereby strengthening domestic economic participation and supporting national supply security.[30]

In FY25, 767 critical suppliers were responsible for 98% of the procurement value, and amongst them, 411 were direct or tier-1 critical suppliers. These suppliers play an outsized role in ensuring the stability of our operations, business continuity, and service quality across global markets. Their performance and reliability are therefore closely monitored, with an emphasis on maintaining long-term partnerships that safeguard operational sustainability.

The classification of our suppliers is based on several important factors, including procurement spend value, market monopoly held by the supplier, our dependency on them, quality and regulatory compliance, and supply volumes. We also place significant focus on micro, small, and medium enterprises (MSMEs) and small-scale vendors, who accounted for 5.23% of our total procurement spent on direct materials such as APIs, excipients, and other consumables, thereby contributing to inclusive growth within our supply ecosystem.

We categorise our supply chain partners strategically, managing key risks and opportunities associated with vendor engagement effectively and ensuring resilience. In total, we collaborate with 2,130 suppliers of goods and materials, 930 of whom are tier-1 or direct suppliers, representing approximately 75% of our procurement spend.

[30] GRI 204-1

Geographical Contribution to Procurement Spend by country group

Contribution % to Procurement spend

4%
6%
6%
11%
73%

Count of Vendors

21
49
24
73
3,860
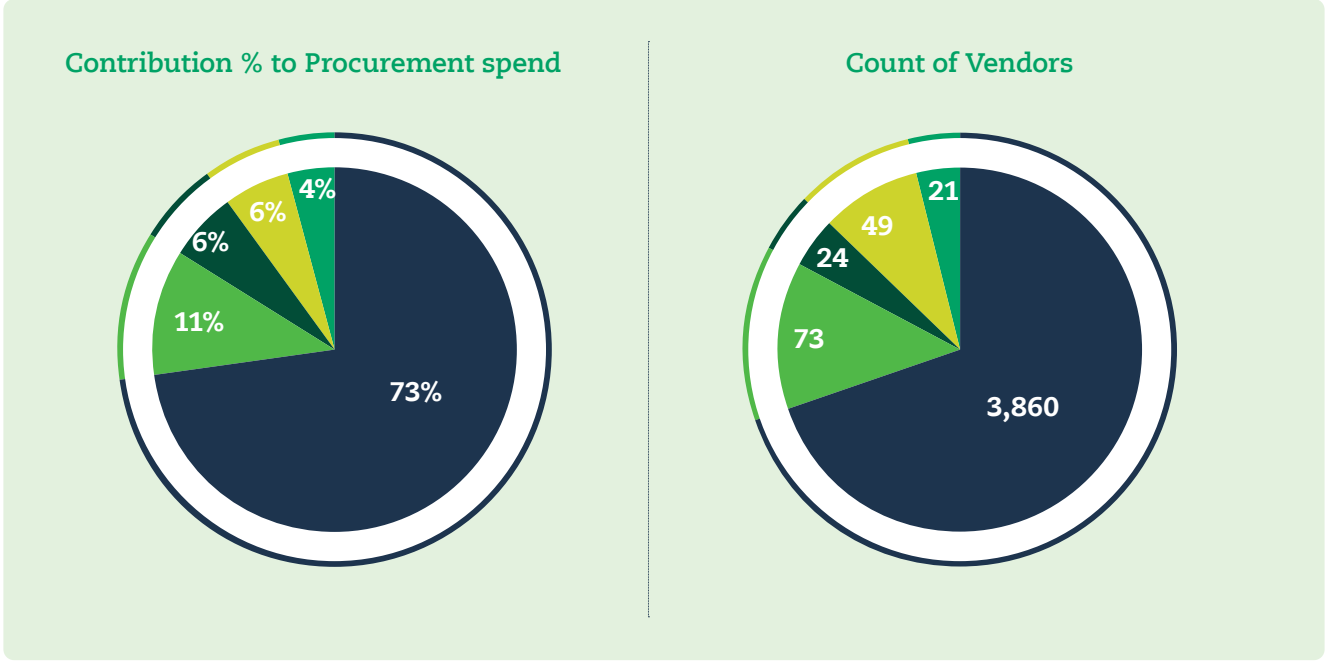
Country Group	Contribution % to Procurement spend	Count of Vendors	
India	73	3,860	Total Count of Vendors 4,027
Europe	11	73	
China	6	24	
Americas & Africa	6	49	
Asia & Oceania	4	21	

Responsible Supply Chain

Supplier Risk Monitoring and Management

Strides implement robust screening processes to ensure that vendors meet Strides' stringent requirements. Prior to being approved as an authorised source, every vendor is subjected to an extensive evaluation process that encompasses not only Quality Metrics but also cGMP standards and regulatory reviews.

This thorough review ensures that all critical aspects of the vendors' operations align with our global regulatory expectations and industry standards. As part of this dedication to quality, we re-evaluate vendors (for direct category) every 3 years through our periodic re-qualification process. We use customised audit checklists designed specifically for different types of vendors, such as API, Excipients, Packaging Materials, and Contract Testing Laboratories.

Our Enterprise Risk Management (ERM) framework is pivotal in handling key business risks, including those stemming from geopolitical uncertainties. It assists in overcoming challenges by conducting proactive risk assessments, evaluating impacts, and formulating effective mitigation strategies with the involvement of relevant internal stakeholders. Moreover, our supply chain de-risking initiatives, such as Business Continuity Planning (BCP) and the Alternate Vendor Development (AVD) Programme, strengthen supply chain resilience by identifying, enhancing, and developing alternative vendors. These efforts not only manage both potential and existing risks but also support future product requirements, gain essential insights and improve processes.

[31]GRI 308-1

In FY25, as part of our business continuity planning, we assessed 230 vendors of which 23 underwent third-party audits using various criteria which also includes ESG parameters. We are expanding our evaluation framework to include more vendors of indirect category and packaging materials, ensuring ongoing alignment with our Company's standards.[31]

Our business agreements and contracts stress adherence to all applicable laws, including human rights standards. Through these initiatives, we foster a culture of transparency, enhance operational resilience and improve serviceability, to develop robust supplier engagement plans, promoting responsible and informed decision-making.

Supplier Screening

To minimise risks, prioritise resources and to bring greater transparency, we classify our suppliers as critical (significant) and non-critical. We categorise them on a comprehensive set of factors, including the volume and value of business, the criticality of materials supplied to our operations, the supplier's market position and our level of dependency, as well as quality performance and regulatory compliance. We also consider potential environmental, social and governance impacts.

2,130

Suppliers screened and 767 were identified as critical, during the reporting year

Supplier Assessment on ESG Aspects

Our supplier risk evaluation begins with a detailed assessment of vendors, taking into account various crucial factors and dimensions such as geographical location, current regulatory compliance status, facility profile (whether dedicated or multi-product), product types manufactured, and Corrective and Preventive Action (CAPA) status. Before any vendor is approved as a qualified source, they go through a detailed evaluation process that looks at more than Quality Metrics, including cGMP standards and regulatory assessments. These include:

1) **Review of Supplier Landscape**
We start by assessing the vendor's standing and performance within the larger market environment. This evaluation considers aspects such as competitive positioning, financial health, and their capacity to adapt to industry trends.

2) **Desktop Review**
This stage involves a detailed preliminary analysis of the vendor through key documentation. We examine aspects like capacity utilisation, facility conditions, risk assessments, regulatory compliance, and ensure thorough inspections and certifications are reviewed.

3) **Physical Audit**
A detailed on-Site assessment is carried out to review the vendor and facility thoroughly. We focus on examining site administration, governance, resource management, quality assurance practices, training programmes, material utilisation, health and safety protocols, environmental adherence, ethical standards, and traceability within the supply chain.

Reviewing the supplier landscape involves analysing whether all aspects of a vendor's operations meet our global regulatory expectations and industry standards. It also includes a risk evaluation of vendors, considering multiple factors and dimensions, including but not limited to geographical location, current regulatory compliance status, facility profile (dedicated or multi-product), and manufactured product types.

Furthermore, the desktop review incorporates customised checklists that are centred around capturing information on ESG aspects. This is followed by physical audits which involves on-site assessments of select critical high and medium-risk suppliers. However, an on-site audit for all suppliers grouped in the Direct Material category.

After the assessment, we provide a Corrective and Preventive Action (CAPA) plan addressing the gaps and areas for improvement. Periodic reassessments are made to see the steps taken towards CAPA. We will continue to extend our support to suppliers by offering remote and on-site assistance to implement necessary corrective actions and improvement plans.[32]

Additionally, we carry out a requalification process every three years. This continuous and ongoing evaluation process helps us maintain an effective and sustainable supply chain.

[32]GRI 308-2, 414-2

Responsible Supply Chain

Supplier Capacity Building

Our Vendor Code of Conduct clearly communicates our Environmental, Social, and Governance (ESG) expectations and forms the foundation of our supply chain sustainability strategy. We continue to conduct a thorough evaluation of our supply chain practices and are actively working to enhance them to boost effective supplier engagement and achieve sustainable outcomes.

Our procurement team receives focused, continuous trainings to ensure they are well-versed in industry best practices and follow a structured, robust approach to vendor engagement. Utilising digital platforms, they undergo in-depth technical training on critical processes related to SOP revisions, CAPA management, and Change management, covering essential areas like regulatory compliance, finance, quality management, etc. These tailored learning initiatives empower our internal buyers to make informed decisions, ensuring both compliance and strategic value in every supplier interaction.

Additionally, as part of the supplier sustainability programme, the procurement team participates in dedicated training and capacity-building sessions to integrate sustainability and ESG aspects into supplier screening, audits, and other engagements. To further enhance capacity and performance, we also conduct plan ESG workshops for our value chain partners aimed at educating them on sustainable practices. These workshops will cover vital topics such as:

Ethical conduct and integrity in all business dealings

Compliance with human rights standards, ensuring dignity and employee protection

Environmental and social responsibility measures of procurement and suppliers

Evolving regulatory landscape and adherence to all regulations and maintain necessary permits and licenses

During FY25, the Company conducted two Supplier Capacity Building Workshops on ESG-related topics, which were cumulatively attended by 68% of the Company's vendors for APIs, excipients, and packaging materials. By providing in-depth technical support on key ESG topics, we aim to promote continuous improvement and strengthen ESG capabilities within our supplier network Innovation.

Conclusion

At Strides, supply chain responsibility goes beyond operational efficiency it is central to our commitment to patient well-being, global health access, and environmental sustainability. Our ability to deliver consistently across markets is underpinned by a responsive, risk-aware, and digitally evolving supply chain ecosystem.

We take pride in being recognised for industry-leading service levels, maintaining Delivery in Full On Time (DIFOT) above 90%, and having one of the lowest Failure to Supply (FTS) rates among U.S. generic manufacturers. These accomplishments have earned us multiple accolades from customers and industry bodies a testament to our relentless focus on performance, trust, and customer satisfaction.

As we strengthen our planning capabilities, diversify our supplier base, and invest in sustainable logistics, we are committed to building a supply chain that is resilient, ethical and future ready.

Responsible supply chain management is not just a pillar of our ESG strategy it is a cornerstone of how Strides delivers impact globally.

We continue to drive and forge innovative and patient-centric partnerships across the value chain, ensuring deeper collaboration, shared accountability, and long-term resilience.

Innovation Management

As a global leader in the generics pharmaceutical industry, Strides is committed to its research and development endeavors, aiming to deliver complex generics and unique products designed for both regulated and emerging markets. Our goal is to provide high-quality, cost-effective healthcare solutions.

We concentrate on creating niche products with intricate formulations and employ innovative techniques across a wide array of therapeutic areas. Our proficiency in various dosage forms, supported by valued global partnerships, enhances our core capabilities. We excel in crafting potent and controlled substance drug products, modified-release tablets, powder for oral suspension/solution (PFOS), dry powder/ sachets for solution, nasal sprays, and topical applications like ointments and creams, serving both regulated and emerging markets.

Driven by a strong focus on process efficiency and operational excellence, we develop products that meet stringent quality standards while remaining competitively priced. Our dynamic R&D teams tackle drug development challenges, continually updating their expertise to adapt to the evolving healthcare landscape. This commitment ensures our portfolio meets global needs, making healthcare more accessible and sustainable for all. We concentrate our efforts on producing specialised products with significant volumes and limited competition.[33]

[33]GRI 3-3

Our R&D Capabilities

Strides is a prominent force in the generics pharmaceutical industry, devoted to the development and commercialisation of complex generics and access-led formulations tailored for both regulated and emerging markets.

Our unwavering commitment to scientific excellence and strict quality standards ensures the safety of patients, while our efficient operations make our products both accessible and affordable, expanding access to healthcare. This year we have successfully filed 1 EU application and 6 UK (MHRA) applications and received 7 EU, 7 UK (MHRA) and 7 ANDA (FDA) approvals.

We relentlessly pursue improvement in product quality while optimising costs through innovative strategies aimed at enhancing product performance, refining processes, and boosting operational efficiency. Our research and development activities are centred on delivering high-quality generics that fulfil the changing requirements of patients and healthcare providers on a global scale.

Strides continuously explore new avenues to introduce high-quality generics that align with the shifting expectations of patients and health professionals. By cultivating a varied portfolio of new dosage forms and patient-centric solutions, we strive to enhance treatment adherence and convenience, providing more effective and user-friendly therapeutic options.

Our focus is specifically directed towards addressing complex and underserved areas within the healthcare landscape.

Since we predominately operate in the generic pharmaceutical domain, our R&D expense is hence towards generic drugs & formulation development and no expense is incurred towards either pre-clinical and/or clinical development (Phase I/II/III) trials.

Our strategic focus on product categories also enables us to address critical market shortages, positioning us for priority reviews and accelerated approvals from regulatory agencies. We have achieved significant progress in the development of bio-equivalent products through advanced multi-drug combination techniques and have initiated NDA filings for distinctive therapies, including a treatment for HIV. These combination therapies are crucial for meeting unmet clinical needs, particularly in resource-constrained regions where access to treatments is restricted.

Our R&D efforts prioritise the development of new products which are niche and difficult to make with substantial volumes and limited competition:

Focused Innovation on Specialized Products

We develop drugs through 505(b)(2) New Drug Applications (NDAs), focusing on combination therapies or new dosing regimens based on previously approved products.

Complex Generics

We develop complex generic products with sophisticated technologies that limit competition and strengthen our market position. Our portfolio includes a wide range of dosage forms such as tablets, hard capsules, sachets, liquids, nasal sprays, topicals, and controlled substances.

Sustaining Progress and Market Readiness

With over 230 abbreviated new drug applications filed and more than 215 ANDAs approvals have been secured, we remain committed to efficiently launching these products to provide affordable medicines to the targeted markets.

Collaborative Growth with Strategic Partners

We are broadening our portfolio by working alongside external contract development and manufacturing (CDMO) partners to accelerate product approvals and introductions.

Strengthening Market Position Through Pipeline Protection

Our efforts emphasize first-to-file products with exclusive launch rights to strengthen our presence in developed and regulated markets, while simultaneously addressing the needs of emerging markets.

Efficient Operations and Adaptive Infrastructure

To address external challenges and evolving regulatory standards, we launched an operational excellence initiative with cross-functional teams focused on resource efficiency and global market compliance. This year, we improved Overall Equipment Effectiveness (OEE) by over 20% through strategic maintenance, balanced production lines, and real-time tracking leading to higher output, reduced downtime, and enhanced asset performance.
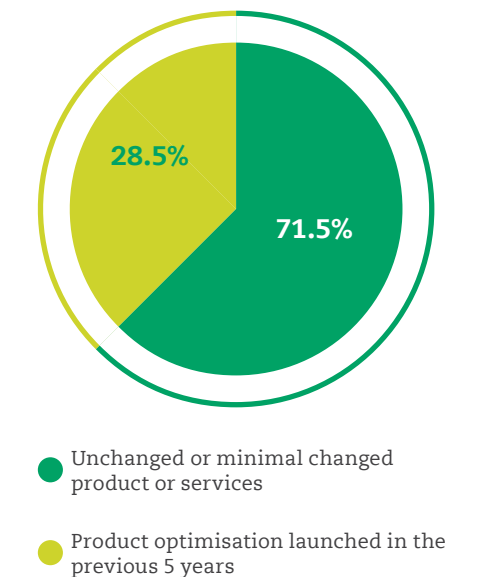
Product Launch Categorisation

We are actively expanding our portfolio with innovative product optimisations that address gaps in current treatment regimens, particularly by reducing the pill burden for patients. We have developed rectal suppository formulations as alternatives to injectable malaria treatments, intended for emergency use, especially in paediatric cases where medical intervention access may be limited.

Our pipeline also includes a novel combination involving an anti-hypertensive drug that mitigates the side effects of widely used current medications, while enhancing therapeutic outcomes, boosting patient compliance, and reducing the pill burden.

Through these initiatives, Strides remains committed to delivering affordable, patient-centric healthcare solutions that not only enhance therapeutic outcomes but also contribute to a more sustainable and efficient global healthcare ecosystem.

% of FY25 revenues generated by the following product types

28.5%

71.5%

- Unchanged or minimal changed product or services
- Product optimisation launched in the previous 5 years

Enhancing Process Efficiencies[34]

At Strides, efficiency is central to our I.C.E. value framework. Our dedication to agility propels us to continuously refine our processes, enhancing resource utilisation, minimising costs, and speeding up turnaround times, all while upholding our commitment to the highest quality and regulatory standards.

This comprehensive approach weaves our business objectives and sustainability goals into the core of our operations and strategic planning. In our quest for operational excellence and sustained delivery efficiency, we have established high-impact cross-functional teams within Operations. These teams are empowered to strategically lead projects with greater accountability and effectiveness, directly improving first-cycle approval rates, streamlining decision-making, and minimising manual interventions. As a result, we have enhanced our ability to meet regulatory requirements promptly.

This revision underscores both the strategic intent and the empowerment of teams to take ownership of crucial initiatives. This structure has improved response quality and timeliness,

leading to better first-cycle approval rates. By streamlining operations and cultivating a lean infrastructure, we have enhanced our filing-to-approval and subsequent commercialisation processes.

Product Innovations (Healthcare)

Therapeutic Potential
Percentage of medical products filings that have been guaranteed the FDA Priority Review/EMA Accelerated Assessment (or equivalent) in the last 5 years.

*We have considered total ANDA filings with USFDA in last 5 years.

23.5%*

[34]GRI 302-5

Enhancing Access to Affordable Healthcare

Over the past years, efforts to enhance global healthcare accessibility have been significantly bolstered through strategic collaborations and innovative initiatives. With a concerted focus on underserved and remote areas, these efforts aim to alleviate disease burdens by ensuring widespread availability of essential medicines and treatments.

Central to these initiatives are partnerships with prominent global health organisations that facilitate the registration and distribution of quality-assured medications across various countries. By addressing pressing healthcare needs, particularly for diseases like malaria and HIV, these collaborations seek to overcome challenges related to drug resistance and logistical accessibility.[35]

Innovative research and studies further bolster the commitment to refining treatment strategies and improving outcomes for vulnerable populations. As strategic engagement with health authorities and expanded manufacturing capabilities continue to optimise healthcare delivery, the collective impact of these efforts promotes transformative change in the global health landscape, fostering partnerships and meeting critical health needs worldwide.

At Strides we believe in the principles of 'Live Well, Live Strong' for Enhancing Access to Healthcare via

Leveraging Partnerships · **Manufacturing Excellence** · **Comprehensive Strategy for Infectious Diseases**

In Africa, For Africa Programme

Access Highlight FY25

In FY25, Strides amplified its dedication to combating malaria and HIV in low and middle-income countries with remarkable distribution figures. We supplied:

For Malaria, Strides has supplied a total of 312 million pills to 31 countries across the world in Low & Middle Income Countries (LMIC's)

Artemether/Lumefantrine (AL)
For the Adult Population — **232 million** Tablets in 17 LMICs
For Paediatric Populations — **78 million** Dispersible tablets to 10 LMICs

Artesunate rectal capsules (RAC)
For Children between six months to six years — **1.88 million** Capsules for Children

For HIV, we have supplied a total of 2.53 million doses across 17 countries

TLD
For all population — **1.76 million** Doses to 8 LMICs

EFA (Efavirenz) 200 Mg Double Scored Tablets
For Paediatric — **0.77 million** doses to 9 LMICs

[35]GRI 3-3, 203-2

90 · 91

Enhancing Access to Affordable Healthcare

Registration of Antiretroviral (ARV): In FY25, Strides successfully registered Antiretroviral (ARV) products in more than 18+ countries in Africa and in CARICOM countries (Caribbean Countries (15 full member states)).

Registrations of Artemether/ Lumefantrine (AL) and Artesunate: In FY25, these products received registration in over 22 countries, with a target to expand over 6 French African countries in FY26.

Boosting Healthcare Facilities for Quality Medicine Access via Public-Private Partnership: Strides credits UNITAID for significantly contributing to its success in Kenya in terms of achieving WHO prequalification since 2011. We have been able to reach out to 3.16 Million patients as a result of this collaboration.

Supply to Global Health Agencies: Strides has been an approved supplier with Global Procurement Agencies, Global Fund, USAID, UNICEF, PAHO (WHO), UNDP, Global Drug Facility (GDF) and PEPFAR (The US President's Emergency Plan for AIDS Relief).

Product Portfolio: We have a robust portfolio of 11 Anti-HIV & Anti-Malaria products on the WHO prequalification (PQ) list and 04 Anti-HIV products approved as per the USFDA

Strides is actively engaging with **Ministry of Health for tenders across African countries,** leveraging its wide product registrations in the region. By directly participating in these tenders, Strides aims to supply quality-assured ARV and antimalarial products at affordable prices, supporting national healthcare programmes and improving access to essential medicines.

Enhancing Access through Partnerships

We are committed to enhancing access to vital healthcare treatments through strategic partnerships and proactive efforts. By working closely with respected global partners, we aim to co-develop and broaden the reach of medicines in key healthcare sectors. We proudly possess voluntary licenses from the Medicines Patent Pool (MPP) and ViiV Healthcare to speed up access to Dolutegravir (DTG), an innovative antiretroviral drug for adult and paediatric care in:

95 countries
Adult Agreement

123 countries
Paediatric agreement

At Strides, we are committed to enhancing global health care access through strategic partnerships. Our collaborations enable us to address some of the world's most pressing health challenges by providing vital medications for those who need them most.

1 Medicines for Malaria ARTESUNATE
In partnership with Medicines for Malaria Venture (MMV) we are supporting the production and distribution of Artesunate rectal capsules, catering specifically to low- and middle-income countries.

2 Medicines for HIV ANTI-RETROVIRAL
- In collaboration with Gilead Sciences allows Strides to manufacture Tenofovir combination products
- In collaboration with ViiV/ MPP (Medicine Patent Pool), allows Strides to manufacture Dolutegravir (DTG) combination products

3 Medicines for Hepatitis B&C SOFOSBUVIR
In alliance with Gilead Sciences strides, it also extends to Sofosbuvir combination products across **112+** countries

A long-standing partner for co-development and medicinal outreach with Global majors

License Holders
- medicines patent pool
- MMV Medicines for Malaria Venture
- ViiV Healthcare
- GILEAD Creating Possible
- Boehringer Ingelheim

Procurement Agencies
- The Global Fund To Fight AIDS, Tuberculosis and Malaria
- Chemonics
- TRAC1 LOGISTICS
- USAID FROM THE AMERICAN PEOPLE
- unicef
- UNDP
- CLINTON HEALTH ACCESS INITIATIVE
- PAHO
- PEPFAR U.S. President's Emergency Plan for AIDS Relief
- psi
- BILL & MELINDA GATES foundation

Enhancing Access to Affordable Healthcare

Manufacturing Excellence

Strides is renowned for its manufacturing excellence, with state-of-the-art facilities and a rapidly expanding market presence in Africa, underscoring its commitment to delivering high-quality pharmaceutical products across the continent. Our cutting-edge KRSG facility in Bengaluru manufactures a variety of life-saving products, adhering to stringent regulatory standards and receiving approvals from authorities such as the US-FDA, MHRA, TGA and WHO.

We have a facility in Kenya (Universal Corporation Limited) which is one of the only two WHO-prequalified sites in Sub-Saharan Africa focused on local government tenders in the region. For the past 13 years, UCL has consistently retained its PQ status, making it the sole WHO prequalified facility in Kenya.

Over the years, UCL has established itself as a leader in pharmaceutical manufacturing in Sub-Saharan Africa. Beginning with a strategic partnership with Strides in 2016, UCL has increasingly gained recognition for its quality and compliance with global standards. In 2020, UCL achieved WHO certification for its drug AL 20/120mg.

By 2021, UCL became the first local manufacturer to receive WHO certification for its anti-retroviral drug, TLD. This milestone was followed by the certification of several anti-malarial drugs in 2022, further cementing UCL's status as a pioneer in local pharmaceutical production. In 2023, UCL's malaria drugs, SPAQ HS and SPAQ LS, received WHO certification, marking another first for local manufacturers.

Capturing the market & highlights for FY25

1	**2**	**3**	**4**
Generics in Africa	In Market Manufacturing in Kenya	Partnerships in Global Donor Funded Programmes	WHO pre-qualification

Key enablers driving delivery excellence at the UCL facility

Strategy	**Capabilities**	**Capacity**	**Compliance**	
Diversified business with 'in market for market' strategy to cater African territory	Dosage manufacturing capability across tablets, capsules, ointments, creams and powder (Sachets)	Capacity to produce over 3 Bn tablets, 160 Mn capsules, 95 Mn sachets, 120 Mn liquids and 12 Mn creams	Good track record of compliance with global regulatory accreditations	
Strategically located with ease of access, both by sea and air routes	State-of-the-art lab for quality control, assurance and managing the GMP standards	Wide basket of products across cardiology, urology, dermatology, diabetes, pediatrics amongst others	Institutional business with integrated R&D capabilities of Strides	Approved by WHO, UNICEF, CHMP, ICRC and PIC/S

Enhancing Access to Affordable Healthcare

Looking ahead to 2024, UCL is expected to produce over 100 formulations, extending its supply to more than 23 countries and showcasing its expansive footprint in the pharmaceutical landscape.

'In Africa, For Africa' Initiative

### Historic Milestone: Global Fund Procures First African-Made First-Line HIV Treatment

In a groundbreaking achievement, UCL–Kenya has supplied, for the first time, a first-line HIV treatment awarded by the Global Fund This milestone involves the delivery of life-saving, quality-assured antiretroviral medicines (ARVs), specifically the TLD (tenofovir, lamivudine, and dolutegravir), which have been prequalified by the World Health Organisation (WHO) and have been supplied to Mozambique. The supplied volume is substantial enough

to treat over 72,000 individuals annually within the country.

This remarkable accomplishment underscores Strides' dedication to enhancing regional manufacturing and capacity building as a part of the 'In Africa For Africa' Initiative. The Global Fund has issued a press statement marking this significant milestone, which provides further details on the impact and importance of the initiative.

For more information, please refer to the announcement available at the following link: Historic First: Global Fund Procures African-Made First-Line HIV Treatment.

UCL operates across a diverse range of countries, including, Kenya, Uganda, Tanzania, Ethiopia, South Sudan, Congo, Zambia and Malawi, reflecting our commitment to enhancing healthcare accessibility throughout Africa. We supply to 23+ countries through UNICEF, lplus, Global Fund and USAID.

- Malawi
- Zimbabwe
- Tanzania
- Uganda
- Sierra Leone
- Burkina Faso
- Congo
- Somalia
- Zambia
- Togo
- Liberia
- Mozambique
- Niger
- Yemen
- Benin
- Sudan
- Nigeria
- Madagascar
- Cameroon
- Chad
- Cote d' Ivoire
- Ghana
- Comoros
- Ethiopia
- Central Africa Republic
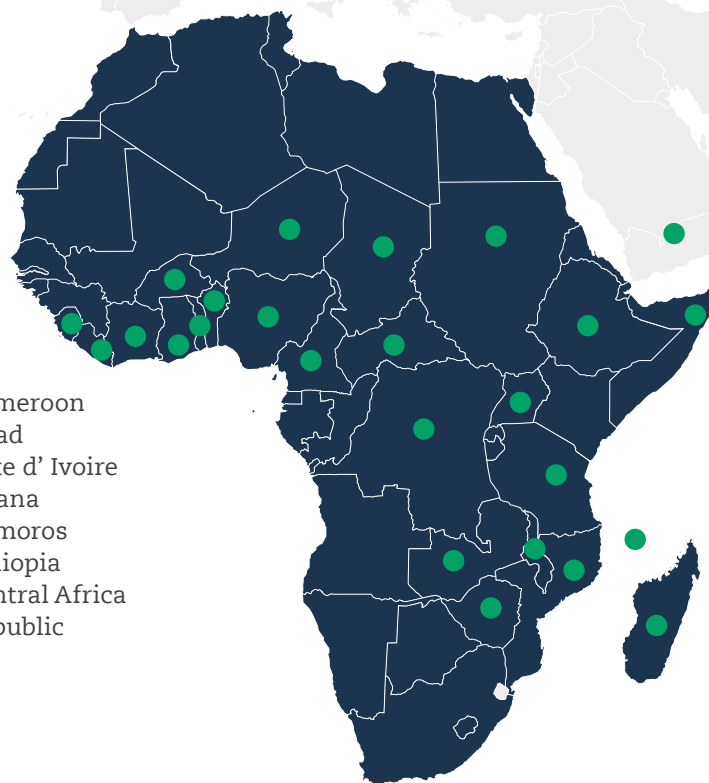
Our Milestones

27+ Years
Experience in Pharmaceuticals

100+ products
spanning tablets, capsules, ointments, syrups, creams, gel, syrups and sachets

23 countries
in Africa

500+
Workforce

10 million
Children treated

2 billion+
Production capacity

We are currently engaging with
4,100+
Doctors in Africa

We are supplying to
5,500+
Pharmacies in Africa

Donor Funded Drug Donations across Africa

UCL is currently providing drugs to a diverse range of countries through donor-funded programmes. These nations include Aruba, Afghanistan, Benin, Cameroon, Central African Republic, Chad, Comoros, Congo, Cote d'Ivoire, Denmark, Ethiopia, Gambia, Ghana, Haiti, Kenya, Liberia, Madagascar, Malawi, Mozambique, Niger, Nigeria, Pakistan, Sierra Leone, Somalia, Sudan, South Sudan, Swaziland, Tanzania, Togo, Uganda, Venezuela, Yemen, Zambia, and Zimbabwe.

Through this initiative, UCL is contributing to health and wellness across multiple regions, facilitating access to essential medications worldwide.

Our therapeutic solutions include

Pain management	Urology
Cold relief	Neuropsychiatry
Dental Hygiene	Dermatology
Antivirals	Gastrointestinal Health
Antimalarial	Cardiology
Anti-fungal	Diabetes management

Enhancing Access to Affordable Healthcare

Strategy for Healthcare Delivery

At Strides, we are committed to bridging the gap in healthcare access by providing high-quality, cost-effective solutions that meet the needs of underserved populations. Our focus is on ensuring that essential treatments are within reach for those who need them most.

We prioritise a customer-centric approach, consistently working to boost the efficiency and effectiveness of our manufacturing and delivery systems. By leveraging technology and streamlined processes, our strategic framework is designed to address both preventive and curative aspects of healthcare, tackling critical needs.

Our five-pronged strategy for ensuring **positive impact on healthcare delivery is materialised via:**

1. Implementing a structured system for advanced scheduling to ensure reliable supply and operational predictability.

2. Minimising inventory holding costs through advance ordering to maintain optimal stock levels and enhance resource utilisation.

3. Streamlining stocking practices to shorten lead times for timely healthcare deliveries.

4. Driving cost efficiencies in the supply chain to foster sustainable business practices and offer cost benefits.

5. Utilising multiple sources of APIs for ARV and Malaria products with WHO prequalification to reduce risks, lead time, and optimise costs.

Comprehensive Strategies for Infectious Diseases

With a steadfast commitment to advancing healthcare solutions, we have devised comprehensive strategies for tackling infectious diseases that impact global health. Recognising the significant burden of illnesses such as HIV/AIDS, malaria, hepatitis, and tuberculosis, we employ a multi-pronged approach to ensure broad access to effective and affordable treatments.

In collaboration with leading pharmaceutical entities and global health organisations, we have expanded our reach to over 105 developing countries, delivering crucial interventions like antiretroviral therapies and artemisinin-based malaria treatments. Our efforts are reinforced by state-of-the-art manufacturing facilities strategically located in India and Kenya, which are accredited by major regulatory bodies,ensuring rigorous standards in production. By focusing on both innovative research and community engagement through awareness and diagnostic programmes, we aim to not only contain these diseases but also build robust partnerships that foster informed health practices across regions.

For HIV (Human Immunodeficiency Virus)

We have emerged as a pivotal player in the arena of HIV treatment, devoted to the advancement and provision of vital antiretroviral drugs that are complex to manufacture.

Their portfolio includes paediatric dispersible formulations and newly developed fixed-dose combinations, catering to diverse patient needs. Strides has secured significant licensing agreements with leaders like Gilead, ViiV Healthcare and collaborates with the Medicines Patent Pool (MPP) to extend these treatments to under-resourced and burgeoning markets. Since 2020, Strides has been a leader in expanding access to affordable HIV/AIDS care through pioneering efforts and strong partnerships with global funding organisations.

Key facts and stats

WHO PQ approval in **TLD** June 2020, Strides began manufacturing 30's & 90's pack.

TLD became available for low-and middle-income countries after signed a licence agreement in 2015 with MPP - ViiV which enabled to produce & supply the drug.

According to the latest estimates of UNAIDS, approximately

39 million
People were living with HIV at the end of 2022

630,000
Deaths in 2022

Product supplied in
21 countries

Product registered in
26 countries

At the end of 2024,

8.45 million
Treatments have been commercialised globally. Our prices were significantly lower than originator prices, thus making essential, high-quality medicines more affordable for people in low- and middle-income countries.

Progress and Targets

For FY25, we have delivered an additional 177 million tablets of TLD, and aim to supply +100 million tablets for both India and Kenyan manufacturing sites in FY26. Our ongoing focus is on expanding capacity, optimising operations, and bringing affordability to these ranges of products as we strive to propel our mission forward.

Our Company is actively working on new advanced HIV projects aimed at tackling emerging drug resistance, logistical challenges and meeting the needs of vulnerable populations. Our innovative approach seeks to enhance the effectiveness of existing treatments while ensuring that the advancements reach those who are most in need.

Enhancing Access to Affordable Healthcare

For Malaria

At Strides, we are actively tackling this critical issue by supplying WHO Pre-Qualified Artemether/Lumefantrine (AL) tablets, AL dispersible tablets, Artesunate suppositories for pediatric use and Amodiaquine (as hydrochloride) +Sulfadoxine/Pyrimethamine dispersible tablets (SPAQ), Pyrimethamine/Sulfadoxine dispersible tablets.

Key facts & stats

Having received WHO PQ approval in June 2013, Strides began supplying **AL** in 6's, 12's, 18's & 24's pack

AL became available for low and middle income countries

60 countries
Product supplied

21 countries
Product registered

According to the latest estimates of MMV, approximately **249** million People were living with Malaria at the end of 2022. With 608,000 deaths in 2022

At the end of 2023, **115** million Treatments have been commercialised globally. Our prices were significantly lower than originator prices, thus making essential, high-quality medicines more affordable for people in low- and middle-income countries

Having received WHO PQ in June 2018, Strides began supplying **Artecap** in 2's pack

Artecap became available for low- and middle-income countries

37 countries
Product supplied

19 countries
Product registered

According to the latest estimates of MMV, approximately **249** million People were living with Malaria at the end of 2022. 608,000 deaths in 2022

At the end of 2023, **3.89** million Treatments have been commercialised globally. Our prices were significantly lower than originator prices, thus making essential, high-quality medicines more affordable for people in low- and middle-income countries.

These formulations and suppositories are carefully designed to be life-saving treatments for Malaria in infants and children, ensuring that we contribute significantly to the fight against this life-threatening disease.

Our progress in Malaria treatment is evident in our production and distribution efforts across low- and middle-income countries. Our commitment to excellence is reflected in our state-of-the-art facilities in India and Kenya, each equipped with dedicated production lines for Malaria treatments. Furthermore, our presence in Africa enables us to address the escalating prevalence of Malaria in African countries effectively.

Our manufacturing facility in Kenya stands as the only WHO prequalified site in Sub-Saharan Africa, strategically positioning us to utilise our production capacity to support local government tenders and fulfil our commitment to providing accessible healthcare solutions tailored to regional needs.

Strides is actively working on new advanced antimalarial drug projects aimed at tackling emerging drug resistance, logistical challenges, and vulnerable populations, with formal announcements to follow upon project confirmation.

Progress and Targets

> Since 2013 (until 2024), we have supplied over 2,414 million-unit tablets of Artemether/Lumefantrine (AL) products, benefiting more than 60 countries worldwide.

> We have achieved our Targets for FY25 of delivering 250+ million doses of AL tablets and 2-million-unit doses of Artesunate Rectal Capsules.

> In addition, our efforts have resulted in the delivery of 9.6 million units of Artesunate rectal capsules to over +40 countries.

> For FY26, we are committed to expanding our impact by targeting the delivery of 3.7 million of Artemether/Lumefantrine tablets and up to 1-million-unit of Artesunate rectal capsules in LMICs.With the recent funding halt by the U.S. administration impacting the WHO, Global Fund, and USAID, our FY26 forecast has been prepared on a risk-adjusted basis.

Enhancing Access to Affordable Healthcare

The following are the half-yearly confirmed allocations are as follows:

Transformative Healthcare Solutions: Strategic Deployment and Study of Artesunate Suppositories'

At Strides, our Malaria Alleviation Programme is a transformative initiative aimed at significantly reducing the global burden of severe malaria. This ambitious programme focuses on delivering comprehensive treatment solutions that integrate both prevention and intervention strategies, specifically tailored to support the most vulnerable communities. Our commitment is to not only develop and distribute life-saving medications but also to enhance accessibility and efficacy in areas most affected by malaria.

The overarching goal of this programme is clear and impactful: to alleviate the devastating effects of severe malaria worldwide. By addressing both the immediate symptoms and the underlying challenges, we seek to empower communities to overcome the constraints posed by this disease. This effort involves collaboration with local and international partners to ensure timely access to treatment, education on preventive measures, and support for ongoing healthcare endeavours.

Delivery of Doses

Strides has successfully delivered an impressive total of 312 million doses of malaria treatments across low and middle-income countries (LMICs), tailored for varying population segments.

Donations of Free Rectal Artesunate capsules in FY25 for SeMA ReACT Study

Strides Pharma has actively supported the Medicines for Malaria Venture (MMV) by donating rectal artesunate capsules. Contributions included 4,500 capsules to Zambia and 8,970 capsules to the Democratic Republic of the Congo (DRC), enhancing access for communities in urgent need.

Impact of the Study on Enhancing Accessibility

The SEMA ReACT study serves as a crucial investigative effort aimed at understanding and quantifying the impact of our medicinal interventions within vulnerable and rural populations. Outputs from this study will provide invaluable data to national and international policymakers, enabling them to make informed decisions on severe malaria management and to realise the impact of rectal artesunate usage coupled with ACT treatments in challenging, remote settings.

By improving access to life-saving treatments, especially in geographically isolated areas where referral facilities may be too distant, Strides' efforts have the potential to reduce mortality rates among children. The insights gained will not only have immediate health impacts but will also extend to societal, economic, and scientific realms, underscoring our long-term commitment to fighting against severe malaria.

These efforts are supported by our partnerships with the Global Fund, UNDP, UNICEF and country MOH Tenders, all dedicated to preventing, curing, and eventually eliminating Malaria. We are committed to collaborating with global stakeholders to strengthen healthcare systems and advance towards a malaria-free world.

By leveraging our expertise and resources, we aim to make significant contributions to global public health systems, ensuring accessible and effective healthcare solutions are available to those in need

Other Infectious Diseases Strategies

For Hepatitis

In 2014, we established a licensing agreement with Gilead Sciences, Inc. to make treatments for Hepatitis C and B accessible in over 105 developing nations. Since then, we have introduced Sofosbuvir and its combination therapies across regions, including Africa, Southeast Asia, the CIS (Commonwealth of Independent States) countries, and Latin America, marking a considerable step forward in combating the disease.

WHO advocates for the treatment of Hepatitis C across all ages with pan-genotypic direct-acting antivirals (DAAs). While pan-genotypic DAAs remain costly in many high-income and upper-middle-income countries, the introduction of generic versions has significantly decreased prices in many low and lower middle-income nations. Among the most used and affordable pan-genotypic regimens are Sofosbuvir and Daclatasvir.

In several low- and middle-income countries, curative treatment courses are now available at an affordable price. Sofosbuvir is recognised as a groundbreaking treatment for Hepatitis C, famed for its high potency, robust resistance barrier, and once-a-day dosing, along with a favorable safety profile and minimal drug-drug interactions.

When used in combination therapy, Sofosbuvir exhibits pan-genotypic efficacy with impressive cure rates. Since 2015 (until 2023), we have supplied over 5.93-million-unit doses of Hepatitis products, benefiting more than 17 countries worldwide (Cameroon, Cuba, DRC, India, Kenya, Kyrgyzstan, Malaysia, Mongolia, Nigeria, Pakistan, South Africa, Tajikistan, Turkmenistan, Uganda, Ukraine, Uzbekistan and Vietnam).

For Tuberculosis

Strides has a state-of-the-art anti-TB drug facility formulating a second-line TB drug called Cycloserine 250mg capsul

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We have, through our donations, been able to facilitate access via:

Strategic Distribution

Donations of medicines strategically target areas with significant supply chain challenges, directly addressing accessibility gaps in Least Developed Countries (LDCs) and vulnerable populations.

Real-world Deployment Insights:

The initiative facilitates the interaction of healthcare professionals and patients with medical products in resource-limited settings, generating insights critical to product development and continuous improvement.

Support for Data Collection

By backing efforts like the SeMA ReACT study, donations contribute to real-time data collection and assessment, informing decision-making for future healthcare innovations.

Promoting Awareness and Adoption:

Donations help in increasing awareness and familiarity with medicinal products, easing future adoption and optimising healthcare delivery.

Building Trust and Partnerships

Strengthening relationships with local health systems through donations builds trust and fosters collaborations, establishing a foundation for ongoing healthcare innovation.

Catalyst for Product Innovation

While donations are often seen as charitable acts, they are integral to our product innovation strategy, overcoming immediate barriers and supporting sustainable healthcare improvements.

Enhancing Access to Affordable Healthcare

For Cryptococcal Meningitis

We received USFDA approval in 2020 for Flucytosine 250 mg and 500 mg capsules, an orphan drug indicated for the treatment of cryptococcal meningitis. The product is manufactured at our flagship facility in Bengaluru, marketed in the U.S. through Strides Pharma Inc., and also supplied to the Global Fund under its Pooled Procurement Mechanism (PPM) as part of the WHO's Essential Medicines list of core non-ARV interventions.

Cryptococcal meningitis is a devastating fungal infection to which people living with HIV are especially vulnerable. In regions with the highest burden, treatments are often unavailable or unaffordable. By ensuring a steady supply of Flucytosine, Strides is helping bridge this treatment gap and supporting global health initiatives. From 2022 to FY25, Strides supplied approximately 0.69 million capsules in the U.S. and around 0.85 million capsules in low- and middle-income countries, strengthening access to essential therapies where they are most needed

For H1N1 (Swine Flu)

We have been a global supplier of WHO-prequalified Oseltamivir since 2010, for H1N1 treatment. Strides also holds USFDA approvals for 30mg, 45mg, 75mg capsule strengths and a 6 mg/mL oral suspension, both bioequivalent to Tamiflu, manufactured at its USFDA-approved, WHO-prequalified facility in Bengaluru.

For COVID -19

In response to the global COVID-19 pandemic, Strides swiftly developed and commercialised Favipiravir Antiviral Tablets, showcasing significant efficacy in treating mild to moderate COVID-19 symptoms.

We became the first Indian company to export these tablets to GCC countries and later to Southeast Asia, integrating them into national COVID-19 treatment programmes. Manufactured at our state-of-the-art facility in Bengaluru, accredited by key regulatory bodies such as the USFDA and WHO, Favipiravir played a crucial role in our international response efforts.

Innovation to facilitate Access

Medical Products based on WHO guidelines: Strides is advancing access through product innovation by licensing Gilead's Hepatitis C and B therapies (since 2014) for supply to 105+ developing countries and launching sofosbuvir and its combinations across Africa, Southeast Asia, CIS, and Latin America. These pan-genotypic DAA regimens, aligned with WHO recommendations, have become widely available at affordable prices in many low- and lower-middle-income markets due to generic competition. The commonly used low-cost combo sofosbuvir + daclatasvir delivers high cure rates with once daily dosing, a strong resistance barrier, and favourable safety. Strides licensed generic launches have expanded geographic reach and helped lower treatment costs, materially improving access to curative Hepatitis C therapy.

Multi Drug Combinations: We have made significant progress in the development of bio-equivalent products using advanced multi-drug combination techniques and have initiated NDA filings for differentiated therapies, including a product for the treatment of HIV. These combination therapies are vital for addressing unmet clinical needs, particularly in resource-constrained regions where access to treatments is limited in LMICs.

Malarial Rectal Suppositories: We are also expanding our portfolio with new and innovative product optimisations that address the gaps in existing treatment regimens, particularly by reducing the pill burden for patients. We have developed rectal suppository formulations as alternatives to injectable treatments for malaria, designed to be used in emergencies, especially for paediatric cases where access to medical intervention may be limited.

Anti-Hypertensive Drug: Our pipeline also has a novel combination of an antihypertensive drug that counters the side effects associated with widely used current medications while improving therapeutic outcomes, patient compliance and reducing the pill burden

Providing Patient Financial Assistance

Arogyadhama Strides, a Primary Health Centre (PHC) established near its Bengaluru plant. This state-of-the-art facility, operated in partnership with Strides Foundation, Karuna Trust India, and local bodies like the Panchayat, aims to provide accessible and affordable healthcare services to underserved rural populations, by providing free of cost healthcare services to

Scope of Initiative: Arogyadhama offers a comprehensive range of free or highly subsidised medical services, including diagnostics (X-rays, scans), consultations, and treatments covering eye care, dental care, and preventive healthcare. The centre emphasises health promotion, awareness, and hygiene, reaching out to the community through health camps, disease surveys (e.g., tuberculosis, malaria), and vaccination drives (polio, MMR).

Reducing Financial Burden: By delivering essential curative, diagnostic, and preventive services at little or no cost, Arogyadhama significantly alleviates out-of-pocket expenditure for patients who might otherwise face prohibitive healthcare costs.

The availability of advanced diagnostic facilities locally means patients avoid costly and time-consuming travel to urban centres. Preventive initiatives reduce disease incidence, further lowering long-term healthcare expenses for families.

Additionally, provision of safe drinking water through community RO plants complements health efforts by tackling waterborne illnesses.

Impact of Initiative

1 Reduced out-of-pocket health expenditure for 12,000 villagers with valid patient ID cards

2 Reduced travel costs to Major cities for simple diagnostic tests and procedures.

Enhancing Access to Affordable Healthcare

Patient & Healthcare Professional Outreach

At Strides, our patient outreach initiatives were designed to promote long-term health education and enhance community well-being. By actively engaging with diverse populations through targeted programmes, we aimed to improve early detection, intervention, and management of prevalent health conditions. Each initiative reflects our ongoing commitment to addressing healthcare challenges and empowering patients for a healthier future.

In our ongoing commitment to empowering healthcare professionals, this chapter highlights impactful training and educational initiatives designed to elevate expertise and enhance patient care. Through focused training in critical areas such as hypertension management and cardiovascular resuscitation, we have successfully strengthened clinical proficiency among healthcare providers. Complementing these efforts, our series of webinars and workshops, facilitated by leading key opinion leaders, fosters dynamic engagement and continuous learning across specific therapies.

These initiatives have achieved remarkable reach, engaging thousands of healthcare professionals across Sub-Saharan Africa, and are set to expand further, emphasising our dedication to advancing healthcare education and professional development.

In **FY25**, we significantly enhanced our outreach and engagement strategies by collaborating directly with key stakeholders and implementing impactful initiatives, thereby advancing healthcare education and professional development.

By continuously investing in education and professional development, we endeavour to improve patient care and outcomes across the region, truly standing by our belief of 'In Africa for Africa'.

The patient outreach initiatives for FY25 comprise pivotal programmes such as Neuropathy Awareness & Detection camps, Anaemia Awareness & Detection camps, Anaemia Education

Drive in schools, In clinics and in Pharmacies, Diabetics Awareness & Detection Camps, and Hypertension awareness & Detection Camps. Each programme aims to educate and empower communities by enhancing awareness about prevalent conditions, facilitating early detection and diagnosis, promoting better health outcomes through preventive measures and informed care practices.

Our strategic actions are exemplified through:

1 Expanding Global Engagement in Scientific Congresses

We supported healthcare professionals' (HCPs) engagement in leading scientific congresses across various therapies, promoting continuous learning and clinical excellence. We participated in 60 congress meetings with 754 participants and are aiming for 72 sessions and 900 participants

2 Expanding Digital footing via Transformative Medical Insights

APIDPM (Afrique Presse Internationale Département de Publications Médicales): We rolled out 8 scientific posts covering 8 key therapy areas, achieving a digital reach of over 24,000 healthcare professionals across Francophone Africa. We plan to expand this initiative to 16 posts.

3 Educational Grants Fuelling Academic Advancement

Strides Special Initiative DES 'Student Educational Grant': We launched a dedicated programme to support the education of postgraduate students in universities through targeted grants, fostering academic growth across four therapy areas. We supported 125 students and are targeting a reach of 150 students.

4 Driving Progress through Health Professional Dialogues

We held regular meetings with HCPs to discuss and share insights into various therapeutic areas, fostering improved patient outcomes. We completed 900+ meetings, involving 13,000+ participants, and we plan to conduct 1,000+ meetings with an expected participation of 16,500.

5 Specialised Training for Enhanced Healthcare Delivery

We provided specialised training sessions to healthcare professionals, designed to enhance their expertise and skills in targeted areas. These trainings are critical to advancing knowledge and facilitating high-quality patient care.

Patient Outreach and Awareness Initiatives

S.No	Name	Description	Impact of Programme IN FY25	Target For FY26
1	Hypertension Management and Health Promotion	We conducted hypertension awareness camps to educate communities about blood pressure management and reduce the health risks associated with hypertension and promote overall well-being.	In FY25, we conducted 90 camps connecting with 1350 patients.	Aiming towards engaging with 1600 patients over the course of 110 camps.
2	New initiative to drive Anaemia Awareness & Education in growing children, in association with Local NGO's & Educational trusts.	New initiative to drive Anaemia Awareness & Education in growing children, in association with Local NGO's & Educational trusts.	In FY25, we have entered 4 markets in collaboration with 3 NGO's and have distributed 12,000 nutritional supplement doses.	We aim to expand to other emerging markets and improve collaboration with NGO's to improve adolescent girls' nutritional outcomes

Enhancing Access to Affordable Healthcare

Advancing Accessibility: Ongoing Capacity Building Initiatives

S.No	Name	Description	Impact of Programme FY24	Impact of Programme FY25	Target For FY26
1	Comprehensive Neuropathy Education and Diagnostics	For over a decade, we have been actively educating communities and organising free neuropathy check-up camps to facilitate early detection and diagnosis, thereby enhancing patients' quality of life.	237 Camps 7,000+ Patients	540 Camps 10,800+ Patients	700 Camps 13,000 Patients
2	Strengthening Maternal & Adolescent Health via Haemoglobin screening	Our goal is to progressively raise awareness about anaemia, provide timely medical advice, and improve patient health through haemoglobin screening camps. These camps are designed to detect anaemia, offer vital health insights, and encourage early intervention.	98 Camps 2,500+ Patients	600 Camps 12,000+ Patients	780 Camps 14,400 Patients
3	Integrated Pharmacy Engagement	Our patient engagement efforts include continuous awareness through posters and literature on multiple disease conditions and their management at dispensing points. Additionally, our monthly pharmacy meetings help to share the latest scientific information to Pharmacists.	230 Pharmacy meetings 2,500 Pharmacists	298 Pharmacy meetings 2,980 Pharmacists	350+ Pharmacy meetings 3,400+ Pharmacists
4	Holistic Diabetes Management and Community Education Programme	Our diabetes detection camps focus on educating the public about lifestyle disorders such as diabetes and its management as well as associated complications, across French Africa.	40 Camps 1,200 Patients	110 Camps 1,650 Patients	130 Camps 2,000 Patients

Empowering Providers: Training and Awareness for Healthcare Professionals

S.No	Name	Description	Impact of Programme FY25		Target For FY26
1	Specialised Health Care Professional Trainings by Strides	We conducted focused training sessions for healthcare professionals on the Management of Hypertension and Cardiovascular Resuscitation, aimed at strengthening clinical expertise and patient care outcomes	In FY25, we completed 16 Sessions with 240 HCP participants.		We aim to improve the awareness levels of HCPs with international scientific symposium

S.No	Name	Description	Impact of Programme FY24	Impact of Programme FY25	Target For FY26
2	Educational Initiatives for Healthcare Professionals	At Brands Africa, team hosted a series of webinars and workshops throughout the year, specifically targeting HCPs and pharmacists. Our scientific webinars focus on specific therapies and feature presentations by Key Opinion Leaders (KOLs), offering an inwteractive platform for HCPs to engage with experts, address their queries, and stay updated on the latest developments	14 Webinars 5,000+ HCPs.	7 Webinars 2,741 HCPs.	10 Webinars 3,300 HCPs.
3	Continuing Medical Education Programme (CME)	The CME sessions provided HCPs with the latest medical knowledge and practical insights, ensuring they stay abreast of advancements in their respective specialties.	675 Sessions 16,875 HCPs.	200 Sessions 4,460 Participants	10 Sessions 3,300 Participants

Advancing global health awareness through strategic special days initiatives

In FY25, Strides advanced disease awareness across eight markets through scientific sessions, health talks, and campaigns aligned with World Malaria Week, World Diabetes Day, World Heart Day, International Women's Day, World Hypertension Day, amongst others.

These initiatives engaged 1,280 patients and HCPs, with a 20% increase in HCP outreach projected for FY26, reinforcing our commitment to global health education and community well-being.

Our People

Our commitment to people lies at the heart of our organisational ethos. Our organisational culture, anchored in the 'OneStrides' philosophy, is a core strategic differentiator that strengthens our position as a high-impact healthcare organisation. At Strides, we strongly believe in the power of unified and sustainable human capital development, embodied through our OneHR principle.

This approach integrates all our businesses under a single, cohesive HR framework, fostering seamless cross-functionality and knowledge sharing across the organisation. By centralising our HR practices, we have created a dynamic platform where employees and management collaborate to deliver agile and effective solutions.

Over the past 35 years, this people-centric philosophy, and the depth of our OneHR practices have been instrumental in driving our sustained growth and success, enabling us to celebrate a unified culture and continuously harness new opportunities to grow bigger and stronger together.[35]

> [35]GRI 3-3, 203, 203-2

Commerating 35 years of excellence, Strides honoured its journey with monthly themes that embodied our growth and resilience, while looking ahead with renewed purpose to deliver greater value to patients and communities.

Through our **'Lead with Strides'** series, we highlighted the leaders who are shaping our present and future. Additionally to drive inclusion and diversity in our ways of working, we recognise and value our workforce through initiatives like of **'Women of Strides', 'Operators at Strides', 'Young talent development'**, we also recognised our long serving and tenured employees.

Our celebrations reinforced our commitment to safety & health, sustainability, and inclusion that continue to define who we are and how we grow together. We also piloted new age initiatives such as **reverse mentoring** to deepen knowledge sharing and advance a more inclusive, and future-ready workforce.

In FY25, Strides continued to undertake several strategic HR initiatives aimed at building a future-ready, agile, and resilient workforce by embedding ESG principles into our HR agenda to ensure responsible, ethical, and compliant people operations.

People-Centric Value Creation

At Strides, we are dedicated to creating meaningful value for both our employees and the organisation by investing in a future-ready, agile workforce. Over the years, we have prioritised building capabilities through extensive learning and upskilling initiatives, delivering ~1,40,000 learning hours (including contractors) and investing more than ~₹40 million to empower our people. Our flagship employee development programmes, such as SMT for the past 10+ years and LEAP for past 3 years, have nurtured technical talent and leadership while ensuring a robust pipeline for critical roles and uninterrupted business continuity.

We also celebrate employee contributions through project-based bonuses, accelerated ESOP options, reflecting our commitment to recognising and sharing success. Together, these focused efforts reinforce Strides' people-centric philosophy and drive sustainable organisational growth.

~140,000
Learning hours

~₹40 mn
Invested to empower our people

Our People

Key pillars of our Sustainable HR Practices

Performance & Rewards

Continued quarterly performance check-ins for over 120 leaders, revamped incentive schemes for sales teams, flexible compensation elements and NPS employer contribution plan. We also conducted competitive benchmarking across select functions to ensure market competitiveness.

Employee Experience

Institutionalised StridesXP, a standardised engagement framework, launched Employee Resource Groups (ERGs) to promote inclusivity, and increased leadership visibility through regular connect sessions.

Driving Shopfloor Excellence and Operators' belongingness

We reinforced statutory and social compliance while deepening policy awareness and shopfloor governance through GEMBA walks, HR connects, and open houses. To strengthen engagement and capability, our flagship facility runs **Parivarthana**, a bespoke programme fostering operator growth, inclusion, and belonging.

Targeted Capability Development

Nurturing talent is a key priority, and we are committed to investing in the future and career growth of our employees. To achieve this, we continued to have targeted technical and behavioural learning sessions, alongside compliance training, to foster a skilled and compliant workforce. The flagship initiative, Project RISE, has been strengthening capabilities to drive process excellence at manufacturing sites through well-defined interventions.

Talent Management Practices

Further strengthened succession planning, by launching the Ascent Programme for senior leaders, continued talent dialogues, and facilitated internal talent mobility. In addition, the LEAP programme, our sustained capability-building initiative for technical functions, continued to serve as a structured talent planning programme.

Early talent programmes such as Propel (campus-to-corporate integration) and Cross-Functional Training (CFT) were rolled out to build foundational talent.

We promoted mobility across global sites, fostering diverse experiences and preparing talent for future leadership roles.

Accelerated learning through Digital Transformation

We witnessed a 32% increase in digital learning through our Learning Management System (LMS) and mobile app, SEEK, promoting continuous, on-the-go learning for employees.

To enhance accessibility, all HR policies have been made available on the HRMS platform alongside the Strides Internal Portal, providing employees with centralized and convenient access to critical information. Furthermore, the upcoming deployment of New gen ERP will enable integrated, data-driven decision-making across functions, enhancing efficiency and transparency.

'OneHR' Harmonised Human Capital management

Our Human Capital Management process is designed to ensure strategic alignment and consistency across all levels of the organisation. We maintain an integrated HR team structure where the Manufacturing, Corporate, and R&D HR Heads report directly to the Group CHRO, fostering a cohesive strategic approach throughout Strides. Within the Centre of Excellence framework, Learning & Development and Talent Management are driven directly at the corporate level, reaffirming the organization's strategic focus on capability building and talent development. Meanwhile, Talent Acquisition, Performance & Rewards, and HR Operations are supported through a shared services model with Arcolab, our wholly owned subsidiary, allowing for efficient and streamlined processes.

At our international locations, lean HR teams collaborate directly with the Group CHRO, backed by Corporate-based SPOCs to ensure consistent practices. This structure embodies the 'OneHR' theme, promoting harmonised and cohesive people practices across all geographies, ensuring that our workforce is aligned with our overarching strategic goals.

Framework
OneHR 'Integrated Human Resource Development'

Hiring

Activities

- Talent Attraction Initiatives
- Onboarding

Retention

Activities

- Diversity, Equity and Inclusive & Gender Diversity Programmes
- Continuous Learning and Development
- Holistic Wellbeing-WeCare
- Rewards & Recognition
- Long-Term Incentives

Development

Activities

- Leadership Development Programmes
- Employee Transition Programme
- Digital Transition Initiatives
- Performance Management
- Cultural Education and Sensitisation

Our People

'OneHR' Strides Competency Framework

Our HR strategy focuses on developing a purpose-driven, future-ready workforce that is agile, empowered, and aligned with our long-term goals. Key priorities include nurturing our talent pipeline through succession planning, targeted talent development, and mentorship to strengthen talent management. Strategic interventions to retain key talent and continuous engagement efforts enhance our competitive edge, guided by the Strides Competency Framework for structured career development. Our commitment to Diversity, Equity & Inclusion initiatives emphasises inclusivity and belonging, fostering a supportive workplace. By prioritising ethical practices, building a resilient talent pipeline, and enhancing organisational capability, we aim to drive business success and continue to create sustainable stakeholder value.

By prioritising ethical practices, building a resilient talent pipeline, and enhancing organisational capability, we continue to deliver business success and sustainable stakeholder value. These efforts also strengthen our workforce to remain agile, empowered, and ready for the future.

Future Ready Workforce[36]

Our employees are central to our success, distinguishing us within the industry by bringing diverse perspectives, experiences, and skills that drive meaningful change while achieving our business objectives. We help our employees succeed everywhere we operate by offering opportunities for internal growth and career movement across different roles.

Recognising the importance of diversity in making the workplace conducive, we celebrate and encourage all aspects of diversity in our workforce, including gender, race, ethnicity, nationality, age, experience, and expertise. Owing to our global workforce, we promote an inclusive environment that empowers them to leverage the variety of viewpoints, understand both local and global dynamics and ability to effectively respond to industry demands.

Our focus on inclusive hiring practices has broadened our talent pool, with women this year representing 21% of our total global workforce of 3,690 employees across in-scope entities and UCL.[37] We remain committed to further improving this representation in the years ahead.

Employee Representation

(by gender, for the permanent workforce of in-scope entities and UCL)

21%

79%

Men   Women
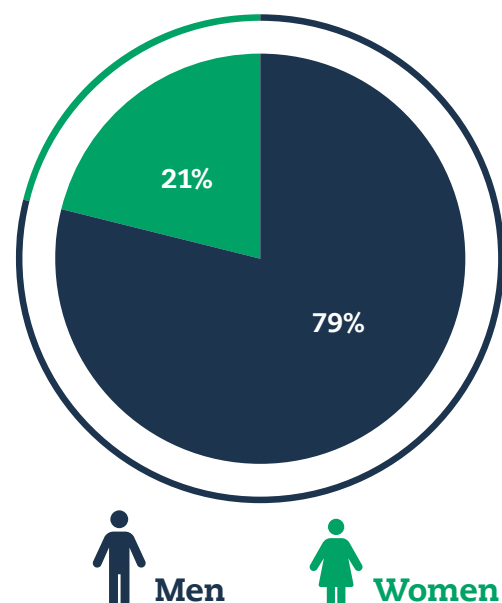
[36]GRI 2-7, 2-8, 202-2, 405-1
[37]GRI 2-7, 2-8, 405-1

Distribution of the Global Workforce of In-scope Entities and UCL[38]

1

90.3%

of our total workforce is from India, with a share of 88% in management positions

2

4.9%

of our total workforce is from the US. Of them, 4.8% are in management positions

3

3rd

Our third highest share in total workforce is from Kenya with a 3.6% of total workforce, with 3.2% in total management positions

Freedom of Association

We cultivate a workplace where employees can associate without concerns of discrimination, intimidation, or harassment. We acknowledge and support their involvement in associations or unions. There is no risk associated with the right to freedom of association and collective bargaining in our operations.[39]

87%

of the total full-time workers of in-scope entities and UCL are part of the association.[40]

Fostering Talent

At Strides, our foremost priority lies in management practices and talent retention. People practices form a cornerstone of our human capital strategy, embedding sustainable principles into the HR agenda to ensure responsible, ethical, and compliant operations. True to our legacy, employee culture and well-being remain central, reinforced through a focus on trust, inclusion, and belonging.

We strengthen our leadership pipeline and build digital as well as functional expertise through curated development journeys under our leadership and skill development programmes. To expand global exposure and foster collaboration, we enable structured cross-border and cross-functional mobility for talent. Personalised employee talent experiences are further supported through tailored learning journeys, automation-driven recognition programmes, and the adoption of skills-based talent management practices. For instance, in India, competency models are mapped through bite-sized learning on the Strides SEEK app.

Leveraging people analytics, we anticipate talent needs and proactively shape workforce strategies, thereby enhancing predictive workforce planning. In line with our commitment to employee well-being, Strides has also launched an Employee Assistance Programme, offering confidential access to qualified professionals - including psychologists and psychotherapists to strengthen mental health and emotional resilience. This initiative reflects our continued focus on fostering a healthier, more supportive workplace culture.

[38]GRI 202-2, [39]GRI 407-1, [40]GRI 2-30

Our People

Our Sustainable People Practices are focused towards

Employee Well-being and Culture	Global Talent Mobility	Predictive Workforce Planning
Leadership and Capability Development	Personalised Talent Experience	Employee Assistance Programme

Hiring & Onboarding

As an employer committed to equal opportunity, we focus on candidates' skills and how they align with our organisation's core values and mission. The hiring process at Strides follows a meticulous and transparent approach to attract and select qualified candidates. This includes internships, preplacement offers (PPOs), campus hiring and lateral hiring.

- **Hiring**

  We conduct campus hiring to recruit management trainees, organise department-specific walk-in drives, and participate in job fairs to hire student trainees for self-managed teams (SMTs). We advertise job openings both internally and externally, followed by screening, assessing, and interviewing candidates. This includes conducting panel interviews and reference checks for managerial roles.[41] 797 new FTE hires joined the Strides Group for new and replacement positions, and 6.65% positions were filled by internal candidates.

- **Campus to corporate**

  programme (**Propel**) is a 1-year programme designed to provide a smoother transition for recent graduates joining our organisation, to provide an immersive experience that equips them with the skills and knowledge to excel in their roles. In FY25, we had 15 management trainees who joined us from various institutes who were trained cross functionally and were provided a 360° view of the organisation. This is to ensure that in 1 year, they will be well-rounded professionals for a corporate setting.

- **Internship Programme**

  Acknowledging the importance of practical learning, Strides offers diverse internship opportunities across its departments. These programmes enable students to gain real-world industry experience while actively contributing to impactful projects within Strides.

- **Diversity & Inclusion**

  We are committed to diversity and inclusion in hiring, actively reducing bias through structured interviews. Our experienced interview panels ensure fairness and openness while focusing on candidates' relevant skills and achievements.

- **Assimilation Sessions**

  Additionally, our comprehensive orientation sessions include introductions to various department heads, allowing new employees to gain a holistic understanding of the organisation and its functions. This structured process helps us to align and engage qualified individuals to our values. As part of the orientation process, we also encourage employees to have continuous interaction with the new joiners to ensure a seamless onboarding transition.

We have a 30, 60 and 90-day check-in programme run by respective HR Business Partners (HRBPs) to gauge how new joiners are settling in their roles and to address any issues.

- **Interview Training Sessions**

  We conduct dedicated training sessions on interviewing skills, aimed at raising awareness and equipping hiring managers with the ability to recognise and mitigate bias. This empowers interviewers to promote fairness, equity, and inclusivity throughout the hiring process. Our focus is towards raising awareness and empowering hiring managers and interviewers with the skills to recognise and mitigate bias, thereby promoting fairness and equity in hiring. To reinforce this, we also conduct panel interviews to ensure greater objectivity and prevent bias from influencing outcomes.

Highlights

797
New FTE hires joined the Strides Group for new and replacement positions[42]

81%
(797 out of 982) of our open positions were filled in FY25

₹48,280
Average hiring cost/FTE

~7%
Of open positions filled by internal candidates (internal hires)

Retention Focused Activities[43]

In an increasingly competitive job market, talent retention has become a crucial focus for organisations seeking to achieve sustainable success. At the heart of our strategic approach is a commitment to empowering professionals and enhancing operational excellence through thoughtfully designed programmes. We recognise that while offering competitive compensation and ensuring compliance with wage regulations is fundamental, true retention goes beyond monetary benefits.

Ensuring Adequate wages[43]

We adhere to all relevant laws and regulations on minimum wages. In addition, we provide competitive compensation, performance-based rewards and incentives, along with comprehensive benefits, including medical insurance and financial planning support.

Across all operations, Strides maintains compliance with applicable local, legal, statutory, and regulatory wage requirements, including state and province specific labour laws. Our compensation framework cover both basic pay and allowances, upholding fair wage practices

anchored in fairness and transparency. This commitment to fair and competitive compensation is closely integrated with strategic initiatives to retain talent and reduce turnover.

[41]GRI 401-1, 405-1

[42]GRI 401-1, Open position includes replacements as well as new positions for evolving business requirements.
[43]GRI 202-1

Our People

Our retention-focused activities are as follows:

1. **Internal Job Posting (IJP):**

   It is a medium which provides opportunities for individuals' cross-utilisation of learning, experience, and skill application, benefiting both the employees and the organisation.

2. **Initiatives to promote well-being:**

   Through initiatives such as the Employee Assistance Programme, flexible work options, and childcare support, we promote work-life balance and empower employees to stay motivated, positive, and perform at their best. In addition, our rewards and recognition programmes celebrate achievements and milestones, reinforcing our commitment to creating a supportive and motivating workplace.

3. **Openness Culture:**

   Our emphasis on leadership connection and manager effectiveness exemplifies our commitment to an open culture. Regular leadership interactions, through town halls and one-on-one sessions, foster open communication, bridge gaps between management and employees,

and build a culture of trust and transparency. We encourage transparency through these channels, empowering team members to voice their ideas and concerns freely. This ongoing engagement helps cultivate mutual trust and respect, reinforcing our supportive and responsive workplace. We prioritise Leadership accessibility through these interactions, fostering a collaborative environment where everyone feels heard and valued. We actively monitor attrition rates and collect feedback through exit interviews, which is then used to refine our retention strategies and foster an environment where employees feel valued and motivated.

4. **Recognition and Appreciation:**

   Strides celebrates employee contributions through multiple recognition programmes. The **'Employee of the Quarter'** highlights individual brilliance globally, while the site-level **'All Stars Award'** honors **Values and Behaviour Champions, Shooting Stars,** and **Dream Teams**. **'Project RISE Awards'** recognise site-specific excellence in product quality and operational efficiency, and the 'Spot Award' acknowledges outstanding contributions across all functions.

5. **Continuous training & development programmes:**

   Through our strategic L&D approach, we invest in upskilling and reskilling employees, along with leadership development that provides a skilled workforce fostering long-term employability, inclusivity, and career advancement opportunities.

   a. **Leadership Empowerment and Acceleration Programme (LEAP)** is an intensive and focused learning initiative designed to strengthen our internal succession planning, especially for critical positions within our technical departments;

   b. **Strides Leadership Pathway (SLP)** focuses on developing individuals for critical business challenges through rigorous assessment based on their potential and skills through case studies, assignments and cross-functional collaboration;

   c. **Subject Matter Expert programme -** We identify and groom Subject Matter Experts across critical verticals to build a strong pipeline of technical leaders. By creating growth opportunities & recognising expertise, we strengthen retention while driving process excellence, and measurable business outcomes.

Fostering Diversity and Inclusion

In today's rapidly evolving work environment, the pursuit of diversity and inclusion is a commitment to creating a culture where every individual feels seen, heard, and respected. We aim to build a workplace that not only attracts diverse talent but also empowers them to thrive. Our dedication towards fostering a diverse, equitable, and inclusive workplace is amplified through numerous initiatives, ensuring every employee feels valued and empowered.

Diversity & Inclusion Practices

We are dedicated to fostering a diverse, equitable, and inclusive workplace through numerous initiatives, ensuring every employee feels valued and empowered.

- **Code of Conduct (CoC) and Business Ethics:**

  We maintain a zero-tolerance policy against discrimination and harassment, fostering an inclusive and respectful workplace. Through policies, training, and awareness programmes, we uphold ethical conduct and provide clear guidance to ensure responsible behaviour throughout the organisation.

- We encourage reporting of unethical behaviour without fear, also strengthened further by our **Whistleblower Policy** that offers safe, confidential grievance reporting and resolution. Reported incidents are addressed in line with

the framework defined in the policy, to maintain a safe and respectful environment.

- We uphold integrity and transparency in all our operations through a comprehensive **Anti-Bribery and Anti-Corruption (ABAC)** policy, which provides clear guidelines, promotes ethical decision-making, and ensures compliance across the organisation.

- Leaders' champion **Diversity, Equity, and Inclusion (DEI)** and **Human rights** by participating in trainings and communicating these values across the organisation. Targeted programmes based on workforce analysis further enhance our diversity efforts, developing future leaders through specialised programmes and fostering a culture that celebrates diversity & inclusivity.

- Our **Grievance Redressal Policy** provides transparent and confidential channels for employees to raise concerns, while the **POSH Policy** ensures a safe and respectful environment, supported by Internal Committees and regular awareness sessions and annual trainings. In India, we also have a dedicated **HIV Policy** to reduce stigma, ensure equal opportunities, and provide necessary support and care.

Our People

- **Fostering Collaboration**

  At Strides, our Diversity, Equity & Inclusion (DE&I) initiatives go beyond gender to embrace generational inclusion and create a truly inclusive workplace. This year, we piloted a Reverse Mentoring Initiative to bridge the digital divide across generations. Focused on digital literacy, social media, and AI usage, the programme brought together 35 mentor–mentee pairs in a mutually enriching learning journey. It not only enhanced digital capabilities but also promoted empathy and strengthened cross-generational collaboration.

- **Strengthened Accessibility Measures**

  Our policies are accessible on our internal portal, and employees are urged to review and adhere to them. Regular training on unconscious bias and inclusive communication is conducted to build understanding and skills. Communication platforms like newsletters and town hall meetings keep employees informed and connected.

- **Awareness Campaigns**

  To foster an inclusive and informed workplace, we periodically share informative mailers called Policy Shorts, which highlight policy updates and important reminders. These campaigns ensure that all employees, regardless of role or location, have equal access to information, reinforcing transparency and inclusion across the organisation.

- **Celebrations & Recognitions**

  In our continued efforts to celebrate our diverse workforce, we rolled out global initiatives that recognised long-serving employees, shopfloor operators, and women leaders. These stories were featured through internal mailers and showcased on our Digital Wall on the Strides internal portal, reinforcing our commitment to building an inclusive and appreciative culture. We also celebrate a wide range of festivals across locations, encouraging employees to share traditions and blend cultures, further strengthening our sense of community, and belonging.

Gender Diversity[44]

In today's dynamic professional landscape, gender-based initiatives and empowerment are not merely corporate strategies but indispensable catalysts for progress and innovation. As we navigate the complexities of modern workplaces, fostering gender diversity becomes a narrative of change where empowering women is synonymous with driving organisational success.

Our initiatives, such as HERStrides and AspireHer, are designed to break barriers and create opportunities, ensuring women ascend from junior to senior roles with both personal and professional growth. These programmes are not just about career advancement; they embody the essence of a supportive and inclusive culture.

By championing these initiatives, we are weaving a story where diversity fuels creativity, collaboration transcends conventional boundaries, and everyone is equipped to contribute their best in shaping a vibrant future.

[44]GRI 405-1

26%
of our total workforce are women

21%
gender diversity in the permanent workforce

36%
gender diversity in the non-permanent workforce

We have launched focused initiatives and efforts which enable a diverse work environment that supports our long-term vision. Through our collective efforts, we aim to cultivate a workplace culture where every individual feels respected, valued, and empowered to contribute their best.

Women Advancement Initiatives:

As part of our DE&I strategy, we continue to foster women's advancement through dedicated programmes like HERStrides and AspireHer.

Inclusive hiring:

In FY25, women made up 26% of new hires, marking steady progress toward a more inclusive and balanced workforce. We support this through targeted upskilling for junior employees, leadership development for mid-level talent, and global campaigns highlighting women leaders. Cultural awareness training for our UK and Nordic teams helps bridge perspectives and strengthen collaboration with India.

Performance Management:

Our Performance Management inclusion guidelines support women on maternity leave with fair recognition and rating and must not be rated below Effective. We have also set a target of approximately 10% promotions for women each cycle, subject to performance considerations.

Our commitment to enhancing diversity and supporting women's professional growth is evident through several key initiatives:

RecruitHER	AspireHER	HERStrides
Focused on increasing female representation in Manufacturing, F&E, Supply Chain Management, and Quality functions by 5%, with a retention target of 30%.	An upskilling initiative for women employees at the junior level (Executive & Senior Executive), aimed at building advanced technical expertise and grooming future Subject Matter Experts. The programme also supports personal and professional growth. The programme marked its second successful year in FY25, with 25 women graduating.	A leadership development programme for women at the middle management level, designed to foster entrepreneurial thinking, strategic capabilities, and a supportive network for growth. The programme's inaugural batch in FY25 marked the successful graduation of 8 women professionals.

These programmes actively drive individual career growth and directly contribute to organisational success by creating a dynamic, inclusive, and supportive work environment.

Our People

Diversity Indicators in FY25

Indicator	
Share of women in total workforce	21%
Share of women in all management positions	22.5%
Share of women in junior management positions	27.6%
Share of women in top management positions	14%
Share of women in management positions in revenue-generating functions	22.5%
Share of women in STEM-related positions	26%

Gender Pay Gap[44]

At Strides, we believe in fair and equal opportunities for growth. We ensure transparency in our pay practices and follow a merit-based approach to compensate the workforce fairly and in compliance with all regulations.

There has been a steady decrease in the gender pay gap between men and women employees, with regard to the total remuneration ratio. We are taking conscious effort towards closing the gender pay gap at the top echelons of management which will help bring about culture of gender consciousness and financial empowerment for women.

For senior management the gender pay gap has decreased by 27 percent. This shows a conscious effort towards closing the gender pay gap at the top echelons of management which will help bring about culture of gender consciousness and financial empowerment for women.

[44]GRI 405-2

Continuous Learning and Development

Acknowledging the dynamic nature of our industry, we prioritise continuous upskilling and reskilling as essential strategies to maintain our competitive edge. We have cultivated a culture that places a strong emphasis on learning and development for all employees.

This commitment ensures that our workforce remains proficient at adapting to industry advancements and challenges, positioning us effectively for sustained success in an evolving marketplace.

Strides' learning and development programmes are strategically aligned with organisational goals to ensure that employees possess the necessary skills and competencies to drive business success. The implementation of targeted technical and behavioural training sessions addresses specific skill gaps, while compliance training ensures adherence to regulatory standards. Programmes like Project RISE focus on enhancing operational excellence at manufacturing sites, directly impacting productivity and quality. The integration of digital platforms facilitates continuous learning,

enabling employees to upskill and adapt to changing business needs effectively.

In FY25, our focus on employee growth and development led to a total of 140,000 hours of training provided to all our employees and workers, including the contractual workforce across geographies[45]. On average, each of our full-time employee has received 35+ hours of training during this period.

We delivered a wide range of programmes covering behavioural training on key competencies, mandatory compliance modules, and leadership development for future leaders[46]. In addition, technical upskilling sessions were conducted in core functions to strengthen domain expertise.

₹11,283

Average amount spent per FTE per annum for training and development

In FY25, we recorded a significant **15%+ increase** in learning hours across our India operations, reflecting our commitment to building internal capabilities to support business agility. **Senior Leaders completed an average of 70 hours of training**, focusing on strategic, digital, and cross-functional leadership skills.

These efforts are directly linked to our succession planning and organisational resilience goals, helping us strengthen internal pipelines for key roles and reduce time-to-fill for critical positions.

35+

Average hours per FTE of training and development[47]

[45]GRI 404-2, [46]GRI 205-2, [47]GRI 404-1

Our People

Structured Training Programs[48]

We have introduced a range of structured learning initiatives under the Strides Academy framework. These programmes include the Plant Manager Academy (PMA), Next Generation Plant Manager Academy (NGPMA), and Quality Manager Academy (QMA), aimed at enhancing technical capabilities among our site leadership.

Some of our other specialised programmes focused on talent development and nurturing are as follows:

- **Strides Leadership Pathway (SLP)** programme successfully graduated its first cohort of young leaders. These individuals were rigorously assessed based on their potential and skills through case studies and assignments focused on solving critical business challenges and fostering cross-functional collaboration.

- **Leadership Empowerment and Acceleration Programme (LEAP)** represents a deep dive into learning, tailored to bolster our internal succession pipeline for critical roles, particularly within our technical functions.

- **Strides SMT Model:** The Self-Managed Teams (SMTs) programme at our Chandapura facility provides a four-year journey that combines 12 months of on-the-job training with a three-year vocational

programme certified by a university. Student trainees gain cross-functional experience, participate in weekly academic sessions, and develop within a supportive Gurukul community. On completion, they begin as Technical Officers and progress through the Supervisory Development Programme (SDP), with opportunities to advance to Senior Technical Officer roles. This structured pathway builds a skilled talent pipeline while fostering holistic development and organisational success.

- **Manager Essentials Programme –** A capability-building initiative designed specifically for first-time managers stepping into people leadership roles. The programme equips them with core behavioural skills such as

communication, collaboration, conflict resolution, and accountability. It helps new managers transition smoothly from individual contributors to effective team leaders, enabling them to lead with clarity, confidence, and a strong focus on performance and employee engagement.

- **Other Learning and Development Opportunities:** At Strides, we empower employees to grow through continuous learning opportunities. Aligned with their roles and career aspirations, they are encouraged to pursue higher education or professional certifications that enhance their expertise. We provide sponsorship and support for select programmes such as Ph.D., L.L.B., etc on a case-by-case basis under our learning and development policies. This approach fosters individual advancement while strengthening organisational capability.

In FY25, **225 employees** were identified as key talent, and tailored development programmes were launched to strengthen their skills, build a robust talent pipeline, and enhance retention

Employee Development Programmes[49]

At Strides, we take a holistic approach to employee development, combining technical, behavioural, and cultural learning opportunities. Through structured programmes, digital learning, coaching, mentoring, and peer networks, employees are empowered to enhance skills, embrace continuous learning, and grow into future-ready leaders. This integrated approach strengthens collaboration, inclusivity, and overall organisational capability.

Leadership Development Programmes

LEAP (Leadership Empowerment & Acceleration Programme)

The Leadership Empowerment and Acceleration Programme (LEAP) is an intensive and focused learning initiative designed to be future ready by strengthening our internal succession planning, with special focus on critical positions within our technical departments. Through LEAP, we aim to equip our employees with the advanced skills and knowledge needed to excel in their roles, ensuring that we have a robust pipeline of capable leaders ready to step into essential positions depending on requirements.

This programme, which was started 3 years ago, places a special emphasis on nurturing talent in technical areas, recognising their strategic importance to our organisation's success and future growth.

As a programme for middle and senior management, we focus on internal talent succession. To create a leadership pipeline that enables us to have empowered employees ready to take on challenges. Across our development programmes, we identified around ~100 critical roles to strengthen our succession pipeline.

52 key individuals were included under LEAP to ensure focused succession planning for this year. For the remaining roles, talent was mapped and developed through other structured programmes, ensuring comprehensive coverage across technical and business functions.

Our quantifiable business impact includes 52 people having been identified for key roles from **technical functions such as quality, formulation, ASD (analytical services department), manufacturing, supply chain management, F&E (facilities & engineering)** across the organisation for whom detailed development and structured retention plans were documented. Of which 17 people were moved vertically or cross functionally. For this key talent identified, we also achieved 0% attrition rate in the last 1 year.

From our first batch of LEAP, we have had 50% of the individuals promoted across FY24 & FY25.

[48]GRI 404-2

[49]GRI 404-2, 201-3

Our People

Grassroots Talent Development Programme - Earn while you learn

For many young individuals, lack of access to opportunities is the biggest hurdle. At Strides, we created the Self-Managed Team (SMT) programme 10+ years ago to bridge this gap. SMT combines education with employment, empowering the rural youth and giving them a chance to learn, earn and grow within a supportive and structured environment.

As a crucial step towards independence, SMT empowers young employees through its immersive nature to oversee all manufacturing aspects. SMTs collaborate across functions within teams while participating in weekly academic sessions that combine knowledge sharing with practical application.

This model empowers young employees to take ownership of manufacturing processes, ensuring a continuous pipeline of skilled talent for technical functions and strengthening operational efficiency.

Upon completion of their training, employees transition into Technical Officer roles and subsequently progress through the Supervisory Development Programme (SDP), with advancement to Senior Technical Officer positions based on performance and endorsements. This structured pathway enhances talent management, supports business continuity, and provides employees with clear opportunities for career growth.

Our quantifiable business impact includes onboarding 80 young professionals empowered to manage manufacturing in FY25. Out of the total SMTs, 81 people having undergone successful training and promoted to the next level as a part of their 4-year SMT programme.

With increased retention rate of 85% for all trained employees, we have also had a subsequent decrease in hiring costs. We had a 4.58% of FTEs participating in the programme.

Impact of Employee Development Programmes

LEAP

- Prepares leaders for a future-ready organisation
- Strengthens succession planning
- Deepens the leadership talent pipeline
- Enables cross-functional learning
- Accelerates leadership growth with increased employee retention

Grassroot talent development

- Builds a steady pipeline of skilled talent
- Fostering Collaborative Learning & Accountability
- Maintains smooth & Uninterrupted Business Operations
- Lowers recruitment and training costs
- Advancing Career Growth of young talent

Cultural Education

Strides emphasises cultural education to build a truly global and inclusive workforce. We conduct culture awareness and unconscious bias training annually for our global colleagues to foster cross-cultural collaboration, along with ICE Values sessions in India to reinforce our shared ways of working.

Employees who exemplify Strides' values and behaviors are recognised and rewarded. Global leaders convene periodically at our headquarters for strategic discussions and cross-collaboration, while employees working with international teams frequently travel and are also provided language training (French) to strengthen communication and understanding. With frequent cross-location travel and exposure, these initiatives nurture mutual respect, inclusivity, and a unified organisational culture, aligning with our vision of responsible and sustainable growth.

Quantifiable Business Impact

67% of the Brands Africa team based in India successfully completed French Language A1 certification, spending ~2,500 learning hours to strengthen inclusivity and cross-cultural collaboration with the French speaking teams in Francophone Africa region.

Unconscious Bias training was completed by 100% of Nordics and UK employees, supporting effective integration and improved teamwork

Digital Transformation at Strides

We recognise that digital adoption is critical for sustainable growth and operational excellence. Our Digital Transition programmes equip employees with the skills, knowledge, and confidence to effectively leverage new technologies, tools, and processes, driving efficiency, productivity, and innovation across the organisation.

AR/VR Training for Manufacturing Teams

Employees in manufacturing undergo immersive AR/VR-based training to familiarise themselves with specific equipment modules and machine operations. This approach ensures safer, faster, and more precise work, while building confidence in handling advanced machinery and supporting operational excellence.

Next-Gen ERP for Supply Chain

The rollout is supported by comprehensive training for the entire Supply Chain function. Employees learn to efficiently utilise the system for planning, forecasting, and execution, improving end-to-end supply chain visibility, decision-making, and responsiveness.

RISE Programme for Quality and Operational Efficiency

Designed to drive operational excellence, RISE trains employees across functions on multiple digital tools and processes. The programme fosters adaptability, cross-functional collaboration, and a mindset of continuous improvement and innovation.

Continuous Learning via LMS

Our Learning Management System (LMS) delivers structured, in-depth programmes, including interactive courses, videos, and assessments. It allows employees to learn at their own pace while providing analytics to track engagement, progress, and outcomes, ensuring skill development aligned with evolving business needs.

Learning & Engagement via SEEK

SEEK has evolved from a knowledge-sharing and grievance platform into a comprehensive learning and engagement tool. It offers bite-sized modules (5–10 minutes) accessible on mobile devices, enabling employees to learn on the go, develop daily learning habits, and access targeted development content, reinforcing a culture of continuous learning throughout the organisation.

Operational Safety and Accountability through MYSetu

The MYSetu app is deployed across manufacturing plants for EHS and safety reporting, tracking incidents and KPIs, and ensuring compliance. This tool promotes accountability, reinforces safe work practices, and supports operational resilience. These initiatives collectively accelerate Strides' digital transformation journey, empower employees with future-ready capabilities, strengthen cross-functional collaboration, and reinforce our commitment to responsible growth, sustainable practices, and long-term organisational resilience.

Our People

Quantifiable Business Impact

We have had a **32% increase in adoption on LMS & Seek.** We have also had ~500 hours spent by machine operators to upskill themselves on machine operations using AR/VR.

~2,500 training hours delivered under Project RISE to upskill employees on emerging technologies to make them future ready with digital skills.

Transition Programme for Employees[50]

At Strides, we foster a supportive and sustainable workplace dedicated to employee growth and retention, proudly maintaining low attrition rates. We prioritise making workforce decisions with empathy, ensuring support for employees at every stage of their journey, both within and beyond Strides, and strive to minimise terminations by finding opportunities across the Promoter Group's businesses.

- For retiring employees at senior level who wish to continue contributing, **we offer consulting roles in critical areas where expertise** is needed, facilitating knowledge transfer and preparing the next generation, providing adequate training wherever required on case to case prior to retirement.

- In recognition of long-serving employees, **we provide ex-gratia payments in addition to statutory payouts**.

- In cases of underperformance, we give employees a fair chance to improve through structured performance improvement plans and potential role realignment opportunities

- If **termination is unavoidable** (except for ethical breaches), **it is conducted with empathy,** providing, adequate support financially and a respectful process.

  o During business changes like plant downsizing or divestment, we work with local authorities or buyers to ensure fair compensation and possible job continuity, either at Strides or within the Promoter Group.

- We provide comprehensive support to affected employees, including structured transition assistance and financial compensation, in full adherence to and often exceeding applicable legal and regulatory requirements. We have **absorbed employees from associate companies during business transitions and facilitated** the return of employees ensuring continuity according to then existing employment terms.

These practices demonstrate our deep commitment to valuing people, preserving knowledge, and ensuring stability during transitions.

Subsequent to leaving Strides, more than 75% of our past employees have gained employment, including 13 people transitioning within our promoter group. Additionally, 6 employees have successfully transitioned into retirement.

[50]GRI 404-2, 201-3

Performance Management

At Strides, performance management is a critical enabler of organisational effectiveness, employee development, and long-term business success. Our approach balances company-wide priorities with individual aspirations, ensuring that every contribution aligns with strategic objectives and drives collective growth.

The process is conducted bi-annually through our Human Resource Management System (HRMS). Employees set SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals that are structured around four key pillars: Quality & Safety, Financial Impact, Growth, and Talent & Culture, with no single goal exceeding 40% weightage.

Business goals carry 80% weightage, learning goals 20%, while compliance is a mandatory component without weightage. For all People Managers, Talent & Culture is a compulsory pillar, covering team delivery, shopfloor governance, development, engagement, and retention of key talent.

Performance is measured through a mix of qualitative and quantitative feedback from multiple stakeholders, enhancing transparency and promoting cross-functional reviews. Calibration exercises ensure consistency and fairness in ratings, minimising bias and reinforcing a culture of meritocracy.

We established clear guidelines for making decisions on performance ratings and promotions to uphold fairness and transparency across all employee evaluations.

Additionally, In FY25, our continued governance on employee performance ensured timely closure of annual appraisal process, enabling us to promptly issue salary hikes within 7 days from the end of financial year.

100%
of eligible employees received performance appraisals in FY25[51]

Eligibility criteria include:

1. Employees who joined 6 months or less before the performance evaluation cycle were not considered in the count.

2. Trainees are not part of the performance evaluation reviews during the training period.

3. Full time workers are not part of the annual review process as they are covered by method agreed upon in Long Term Labour Settlement.

This structured and transparent system establishes clear expectations, promotes accountability, and supports both organisational success and employee growth.

[51]GRI 404-3

Our People

We have revamped our performance management system to foster a culture of continuous improvement and accountability. In FY25, our key changes include:

1 Appraisal Process

To ensure fairness and consistency in performance evaluation, a three-level calibration process is conducted before finalising ratings. This involves discussions at the team level, sub-function level, and function level, after which the final performance ratings are confirmed.

2 Quarterly Performance Check-ins

Implemented for over 120 leaders to ensure regular feedback and alignment with organisational objectives.

3 Individual and Team based appraisal

Employees are assessed at an individual and team level. We focus on team goals and personal goals wherein targets are set with weights applied to individual review and team review. The appraisal process follows a three-tier calibration at the team, function, and organisational levels to ensure fairness and consistency in performance evaluations. Team-level discussions facilitate alignment on expectations and provide a holistic view of contributions, enabling relative assessment of individual performance within the team to arrive at accurate and balanced ratings.

4 360-degree feedback

Conducted for 120+ senior leaders, gathering comprehensive insights from their subordinates, peers, and superiors to support their leadership development.

5 Revised Increment Structure

Designed to reward high performers and encourage excellence through merit-based pay increases and performance driven increments, there are quarterly check ins for over 120 senior leaders subsequent to which there is pay out in the form of our Variable Pay (VP) Programme. In line with our commitment to recognising and rewarding exceptional performance, the Variable Pay (VP) programme rewards and incentivises employees at the senior level based on their individual performance as well as their contribution to the Company as well as the department goals and objectives. We have also introduced revamped sales incentive frameworks, in additional to flexible compensation elements and NPS employer contribution plan and conducted competitive benchmarking.

6 Retention Programme

Strides' Retention Pay Programme is a distinctive, integrated initiative that combines multiple factors to support talent retention. It aligns with agreed goals, learning and development efforts, skill-building, and operational objectives, creating a bespoke approach tailored to individual roles and career journeys. By recognising holistic contributions rather than just tenure or performance, the programme encourages continuous growth, strengthens engagement, and builds employee loyalty, supporting long-term retention and organisational excellence.

7 Enhanced Recognition Framework

Initiatives like 'Employee of the Quarter' and 'RISE Awards' have been introduced to acknowledge contributions promptly.

Reward and Recognition (R&R)

We prioritise consistency, innovation, and personal touch in our approach to recognising employees at individual, team, and organisational levels. This allows us to celebrate our successes, nurture a culture of appreciation, and enhance employee morale. Strides provides the following awards as part of its long-term incentive programmes:

1 'Employee of the Quarter', with 44 awards, recognising employees for showing their individual brilliance at a global level.

2 'All Stars Award' at the site level:

  a. **Values and Behaviour** champions, with 41 awards, for displaying integrity, competency and efficiency (ICE) values and Quality Culture;

  b. **Shooting Star**, with 223 awards, for going over and beyond regular KPIs;

  c. **Dream Team**, with 1,579 awards, for displaying collaboration and exceptional teamwork in achieving business objectives;

3 Project RISE Awards, with 2,317 awards, for demonstrating exceptional commitment to product excellence, strong quality culture, and operational efficiency.

Project RISE Awards are given for showcasing efficiency, product robustness and quality culture in the work done. The last quarterly award is the 'Spot Award', with 585 awards, to recognise and appreciate employees instantly for going above and beyond in their role.

As part of the annual appraisal process, we also identify key talent each year and implement tailored retention incentive plans which are designed to nurture growth, recognise contribution, and reinforce long-term engagement.

> In FY25, a total of 4,789 awards were distributed through structured channels to recognise contributions and promote a culture of merit and appreciation.
>
> This included 2,317 awards under Project RISE and 2,472 awards across other programmes, with many employees being recognised multiple times for their contributions.

Our People

Long Term Incentives for Employees

Retention Pay programme

To incentivize employees to stay with the company for a certain period of time. The main objective is to reduce turnover and retain key talent within the organization. This programme is eligible to 58% of senior management & below (max two levels from the CEO) levels.i.e, 2144 out of 3690 employees. The retention incentive were rewarded to 73 employees below N-2 level from CEO.

Earning Potential

The programme offers employees at senior level the opportunity to earn substantial bonuses alongside their base salary. The amount an employee can earn hinges on three primary factors: company performance, department/site performance, and individual performance. Each factor's contribution is assessed annually, with payouts typically awarded in June following the assessment period.

Sustainability Linked Incentives

We recognise and reward employee achievements through performance-linked pay (Variable pay) programmes that incentivise exceeding targets, which is directly linked to individual, departmental, and company performance each year. Currently, remuneration of all executive directors of the Board and few senior management personnel is linked to long-term performance on sustainability related KPIs. Certain employees have been identified as well to mandatorily include Sustainability-Linked KPIs as part of their overall KRAs, ensuring alignment with the

organisation's sustainability goals and commitments. For example, the KPIs of the Executive Director and Chief Sustainability Officer (CSO) incorporate key elements of sustainability, with clear linkage to their remuneration. In addition, identified team members have sustainability-related KPIs aligned with strategic areas such as decarbonisation strategy, product lifecycle risk assessment, vendor capacity building, societal well-being, and access to medicine, amongst others.

Event-Based Incentives
Acceleration of Stock Options

At Strides, we have always believed that our employees are at the heart of our growth story. When we embarked on the strategic journey that led to the successful listing of OneSource Specialty Pharma Ltd. in January 2025, this milestone was not just about unlocking shareholder value it was about ensuring that those who made it possible shared the success.

To make this vision a reality, we accelerated the vesting of stock options for eligible employees under our shareholder-approved ESOP plan. This move allowed our employees to participate meaningfully in the value creation process during a transformative phase for the organisation. Through this initiative, over 204,500 equity shares (in aggregate) were accelerated and allotted to employees, reinforcing our belief that ownership fosters commitment and long-term alignment. This allowed these employees to receive shares of OneSource in accordance with the demerger scheme in the ratio of 1:2, with a cumulative

value of ₹173.8 million on the day OneSource was listed. Overall, wealth creation for employees was ~₹300 million, including value creation from Strides' shares. For more information, please click this link.

This initiative was more than a financial incentive; it was a statement of trust and partnership. By giving employees a stake in the Company's future, we strengthened retention of key leaders and critical talent - ensuring continuity, stability and motivation during a period of significant change. We also recognised the financial implications of exercising options and introduced flexible tax payment solutions to make participation easier and more rewarding.

Today, as we look back on this journey, we take pride in having created tangible value for our employees while delivering on our promise to shareholders. This approach reflects our governance philosophy: sustainable growth is best achieved when success is shared.

Incentivising High-impact individuals

Additionally, Strides provides high-impact performance incentives to both individuals and groups on the criteria of successful impact created across a variety of categories, fostering strong incentives to lead initiatives and programmes to successful completion.

Enhancing Employee Well-being

At Strides, we believe in creating an engaging and inclusive workplace where employees can connect, collaborate, and thrive. Our holistic approach integrates structured engagement platforms, cultural initiatives, leadership and peer interactions, and activities that promote professional growth, social connection, and overall well-being.

To enhance employee engagement, Strides has adopted a multifaceted approach:

1 StridesXP Framework	2 Employee Resource Groups (ERGs)	3 SEEK Engagement Platform	4 Leadership Connect Sessions
A structured platform that ensures consistency, inclusivity, and cultural alignment across the organisation. It encompasses regular engagement activities and cultural initiatives that strengthen collaboration and connection among employees.	ERGs bring employees together around shared interests and backgrounds. From sports and wellness to books and hobbies, they provide informal spaces for interaction, encourage cross-functional collaboration, and foster a strong sense of belonging.	A digital platform that hosts cross-functional activities, enables employees to recognise and appreciate peers and teams, reinforcing collaboration and community and also provides bite-sized learning modules.	Regular interactions between leadership and employees like Quarterly CHRO open house, COO connects at Plants, Quarterly Global Townhall, that promote transparency, open communication, and trust, helping employees feel heard, valued, and aligned with organisational goals.

We regularly evaluate our employee benefits and opportunities against market trends to address the changing needs of our global teams and their families. By providing flexible benefits, including insurance, soft loan facilities and retirement plans, we enable our employees to manage their personal priorities.

Additionally, we support our employees with retirement benefits, including pension contributions and mandatory retirement provisions in accordance with the law.[52]

> [52]GRI 201-3, 401-2

Our People

Holistic Wellbeing - WeCare[53]

We continue to prioritise our employees' well-being through our **WeCare** programme (**W**ellness, **C**elebrate, **A**ssimilate, **R**ecognise, **E**nergise). The initiative remains focused on supporting their physical, mental, and financial wellness, ensuring a balanced and fulfilling life both at work and beyond. Our commitment has always been to the employees' holistic well-being, and includes:

Health and Well-being

We offer comprehensive medical insurance coverage for employees and their family, ensuring access to quality healthcare. Our term life insurance and accidental hospitalisation cover offer provide financial security during unforeseen circumstances. To further strengthen our focus on preventive care, we regularly organise health check-up camps, supporting early detection and overall well-being.

Financial Wellness

WeCare remains focused on educational workshops and seminars on financial planning, equipping employees with the tools to manage their money confidently and reduce financial stress.

Mind-Body Balance

Our stress management workshops have long played a vital role in equipping our people with effective strategies to strengthen work-life balance and improve mental well-being. Complementing this, our yoga sessions foster relaxation, mindfulness, and physical health. We consistently encourage employees to take part in these initiatives, ensuring a healthy, motivated workforce that remains at the heart of our success. Our commitment also extends to building transparent communication and enhancing employee experience through quarterly leader connects and digital HR solutions for seamless service delivery.

Our other key initiatives include

On-site Crèche Facility

We provide a convenient and high-quality crèche facility for parents with young children, ensuring peace of mind and allowing employees to focus on their work.

Flexible Work Arrangements

Recognising individual needs, we provide eligible employees with options such as flexible timings to balance personal commitments while providing support across various time zones.

Part Time Work Options

We provide part-time working options in select locations and comply with local requirements.

Work From Home

Employees in certain roles and situations can request to work from home, promoting flexibility and supporting a healthy balance between work and personal life commitments.

Leave Policy

In India, the leaves are designed to support employees in various circumstances. Employees receive 12 casual leave days and 20 privileged leave days annually, with higher allowances of 4 days for Puducherry and 1 day for Alathur.

- We provide parental (maternity and paternity) leaves for new parents. In the event of miscarriage, we also provide special leaves.

- For new hires and existing employees who are relocating, we provide relocation leave to help them settle into their new locations. Additionally, we offer case-by-case support for medical emergencies beyond the standard casual and paid leave, ensuring employees have the necessary time and resources to manage not only their own but also the well-being of their loved ones, including family members, partners and dependents.

These initiatives demonstrate our commitment to creating a supportive work environment where employees can thrive both personally and professionally. All permanent employees and workers are entitled to parental leave irrespective of gender.[54]

Corporate Citizenship for Social Impact

We encourage employees to engage in social causes through volunteering opportunities facilitated by Strides Foundation, our dedicated CSR Implementation Organisation.

Employees are also encouraged to participate in community activities focusing on Health and Hygiene, Employment, Education, Livelihood, and Disaster Management through various campaigns like Joy of Giving, Blood Donation drives, etc. organised round the year through Strides Foundation and other NGOs.

This collaboration enables employees to actively support community-driven projects aligned with our corporate social responsibility goals, fostering deeper engagement in societal issues and reinforcing our commitment to creating positive impacts beyond business operations.

Employee Turnover[55]

In FY25, our turnover rate reduced from 13.36% to 12.98%, while maintaining a voluntary turnover rate of 11.33%. This achievement is a testament to our ongoing commitment to fostering an environment where employees feel valued and satisfied.

The structured retention-focused activities we have implemented play a pivotal role in this success. The strategic initiatives focused on empowering professionals and enhancing operational excellence contribute to our reduced turnover rates and highlight our dedication to nurturing a workplace where every employee's growth and well-being are prioritised.

Employee Satisfaction and Well-being

Each year, we conduct a global anonymous engagement survey for employees and operators. In FY25, we conducted an employee engagement survey across all locations in India and US.

The survey aimed to assess employee experiences across various areas, including job satisfaction, purpose, happiness, and stress with questions focusing on work, workplace, managers, learning and career, leadership and communication, and compensation and rewards. Site leaders then review the results and create action plans to boost engagement at each site.

The survey showed 83.11% employees reporting high levels of engagement, satisfaction, and well-being in India and 73.33% in US. Achieved a response rate of 69% (of all in scope FTEs) with the overall Strides survey result for FY25 is 82.44%.

Note: Survey was conducted only for India & US operations.

26 Weeks ordinary

1 Week

4 Weeks additional

Championing Human & Labour Rights

Our Human Rights Policy, along with our strong commitment to labour rights, enables us to comprehensively ensure that every aspect of our workforce rights is implemented, reaching beyond legal obligations. This integration manifests through equitable pay practices, strict adherence to statutory working hours, and a firm zero-tolerance stance on human rights violations.

We are dedicated to creating a work environment where living wages are regularly benchmarked, working hours complied with regional regulations, and equal remuneration for men and women is standardised. Combined with a robust grievance redressal mechanism and open exchanges with worker representatives, this approach supports employees holistically, from their professional development to personal well-being.

By championing human and labour rights, we strive to drive ethical practices and nurture positive social impact globally. Our human rights policy is the embodiment of this commitment and can be found on our website page on Strides' Human Rights policy.

56GRI 3-3

Labour Commitment

Commitment to Adequate Wages

Strides' compensation philosophy is rooted in being market-competitive, performance-driven, and socially responsible. We view compensation beyond the transactional aspect of employment as a powerful lever to promote equity, inclusion, and human dignity. Across all our operating geographies, we are committed to ensuring that every employee is paid a fair living wage, well above statutory requirements. Our approach is underpinned by strong governance, independent benchmarking, and data-driven decision-making. Pay outcomes are determined by a combination of individual performance, role criticality, and relevant market data. External and economic insights further validate our practices and help sustain employment that is both fair and future-ready.

Living wage considerations are a core input in our annual compensation review, particularly for frontline and entry-level roles. Pay adjustments are informed not only by individual contributions but also by the broader economic realities in each geography. To guide these decisions, we adopt a robust, multi-source methodology. This includes macroeconomic indicators such as GDP growth and inflation rates from global institutions like the IMF and World Bank; annual pay hike projections from reputable firms; and deep-dive market benchmarking at the function and role level. Additionally, we incorporate annual assessments of inflation and cost of living into our pay planning and budgeting

processes. These carefully crafted processes ensure our compensation structures reflect external affordability and socio-economic context - grounded not just in internal frameworks, but in our commitment to fairness, dignity, and sustainable employment. Going forward, we are also committed to further strengthening our approach by conducting third-party living wage assessments across our all geographical presence. We will begin this process in India and expand to other regions in a phased manner, prioritising locations based on the size and composition of our employee base. This initiative will help us validate our internal frameworks, identify areas for improvement, and reinforce our commitment to fair and responsible compensation globally.

Working Hours Policy

We ensure there is a strict adherence to our working hours policy across all our offices, sites and our affiliates and/or subsidiaries in India and internationally to meet statutory working hours requirements in respective jurisdictions. This policy covers the working hours guidelines of the organisation, in which all establishments of the organisation operate. At Strides, we closely monitor working hours across our global operations to ensure compliance with local regulations and prevent work overload. This helps us tailor our remuneration policies to suit our employees' overall well-being. This vigilant oversight of working hours underscores our commitment to maintaining a healthy work-life balance for our

workforce worldwide. As a part of our commitment to working hours a policy manual is made available on the Company's intranet (internal portals) across different operational areas for all our employees.

We are committed to providing fair and equal compensation, in accordance with local laws and company policies, including equitable remuneration when additional hours are required due to operational needs.

Annual Leave Policy

Our approach to working hours is complemented by our leave policy, ensuring our employees have adequate time for rest and rejuvenation, which we believe is crucial for maintaining productivity and overall well-being.

At Strides, we do not support or promote mass terminations. In rare instances where such actions are necessitated by unforeseen circumstances, we are committed to handling them with the highest degree of empathy and integrity. We provide comprehensive support to affected employees, including structured transition assistance and financial compensation, in full adherence to and often exceeding applicable legal and regulatory requirements. This approach reflects our commitment to responsible employment practices and the well-being of our workforce.

Championing Human & Labour Rights

Labour Programmes

At Strides, we are dedicated to fostering a fair and supportive work environment through our comprehensive labour management approach. Our initiatives cover a wide range of employee welfare areas, including compensation and the management of working hours.

At Strides we uphold the labour rights commitments through various programmes

Labour Welfare Initiative

Ensuring leave entitlement

Rights to Worker Representation

Adherence to working hours

Equal & Fair Remuneration

Grievance Redressal Mechanism

Monitoring & Reporting of Labour Rights Violations

Health & Safety Training & Awareness programmes

We strive to maintain open lines of communication with our workforce, regularly engaging with employee representatives to address workplace conditions. Our commitment to equality and fair practices extends to areas such as remuneration and social protection. We also recognise the importance of work-life balance, encouraging the use of leave entitlements.

As we navigate the evolving industrial landscape, we aim to support our employees through various developmental programmes. These efforts collectively reflect our ongoing commitment to nurturing a motivated, well-supported, and adaptable workforce at Strides, globally.

Monitoring Working Hours

At Strides, we ensure that employees are compensated fairly for overtime work, adhering to regional-specific policies and guidelines. In alignment with all applicable laws, our India operations pay hourly or non-exempt employees twice their ordinary rate for overtime hours exceeding nine per day or forty-eight per week. At Strides, employees receive compensation for working extra hours, as applicable and subject to supervisory approval. We also offer various incentives for working during designated times, ensuring alignment with local regulations and operational requirements across all our facilities.

By maintaining clear procedures and calculations, including evidence through payslips, we demonstrate our commitment to fair compensation across all locations, reflecting both local and global standards. Regularly engaging with workers' representatives on the working conditions.

Benchmarking Compensation

In our ongoing effort to ensure that wages reflect the cost of living and meet industry standards, we at Stride undertake a comprehensive benchmarking exercise to assess and compare our salary structures. Based on the insights gained from this assessment, we have taken necessary actions to adjust salaries where needed.

This approach reflects our commitment to aligning compensation with living wage standards and industry benchmarks, while advancing our broader sustainability goals. Additionally, we actively monitor working hours, including the management of overtime.

Strategic Excellence in Compensation Practices

At our organisation, human resources are integral to driving growth and innovation. We understand that each employee brings unique skills and insights, making them our most valuable asset. To honor this value, we have implemented strategic compensation practices that reflect our commitment to fostering a rewarding work environment.

Key highlights from our benchmarking analysis

One of the highest Manpower Cost as a percentage of Revenue at 19%.	Attrition stands at 12% which is relatively lower in the sector amongst peers.	Our increments are at 10.1% this year which is greater than the peers average of ~6%.	We provide leave enchasement and gratuity which is not a part of the CTC.	Workmen's wages are one of the highest compared to the industry.

Equal Remuneration for men & women

At Strides, we are committed to ensuring equal remuneration for men and women by routinely monitoring the gender pay gap. We have been conducting detailed analyses of gender pay indicators to uphold our belief in fair and equal opportunities for growth. This commitment to transparency in our pay practices ensures that compensation is merit-based and in compliance with all regulations.

Our analysis covers various employee levels, from executive to non-management, demonstrating our dedication to minimising disparities. By continuously assessing average salaries across genders for base pay and additional cash incentives, we strive to create an equitable workplace where all employees are valued and compensated fairly, reflecting our overarching mission to foster equal opportunities. Expand social protection coverage for workers beyond public programmes.

Ensuring the implementation of Leave entitlement

Our leave policy emphasises the importance of employees taking their paid annual leave entitlements to relax and recharge, ensuring they have ample opportunity to balance their personal and professional lives effectively. We ensure employees utilise their paid annual leave entitlements through proactive leave management strategies, which include regular reminders, tracking leave balances, encouraging discussion with supervisors to plan time off, and offering flexibility to accommodate personal needs, all to promote a healthy work-life balance.

Championing Human & Labour Rights

Engaging with Workers' Representation

To ensure regular engagement with workers' representatives on working conditions through structured meetings and collaborative initiatives. During union meetings, representatives work closely with management to achieve production targets and enhance operational efficiency. Additionally, concerns of workers are also addressed.

These interactions provide a platform for workers to voice concerns, such as the demanding nature of warehouse work, prompting management to pledge a

thorough investigation into the issue and explore solutions like hardship allowances. Moreover, the implementation of Face reader technology for monitoring working hours reflects a commitment to improving workplace conditions and supporting employees' needs. The Grievance Redressal Committee meets quarterly, creating a formal channel through which employees can raise concerns about wages, overtime, working assignments, conditions, and harassment in workplace issues.

These meetings, coupled with regular Gemba sessions are physical walks carried

out by supervisors/leadership teams across operations for discussing future work phases and addressing challenges, demonstrate active and consistent engagement with workers' representatives to ensure ongoing dialogue and improvement in working conditions.

Beyond Social Protection

Strides as part of labour benefits also cover health insurance for all workers' dependents, including parents and children in India.

Human Rights Commitment

Strides is committed to upholding human rights and anti-discrimination practices globally through the enforcement of our Human Rights Policy, aligned with international standards such as the Universal Declaration of Human Rights and the Declaration of Fundamental Rights at Work by the International Labour Organisation.

As part of the UN Global Compact, we recognise our corporate responsibility and opportunity to advocate human rights across our diverse operations, impacting patients, employees, suppliers, and communities alike. Our expectations extend to partners throughout the value chain, requiring them to adhere to these standards and offer grievance mechanisms for prompt issue resolution.

Our policy fosters an inclusive work environment and enforces zero tolerance for human rights violations, addressing issues like forced labour, child labour, fair wages, non-discrimination, and more. Applicable to employees, contractual staff, vendors, suppliers, and stakeholders,

this policy ensures a shared value system. Moreover, Strides supports this commitment with a structured vigilance mechanism, internal audits, and site visits to ensure compliance with laws and the eradication of human rights abuses.

Human Rights Due Diligence Process

We employ a proactive and systematic approach to pinpointing, managing, and alleviating human rights risks throughout our value chain. This comprehensive due diligence framework facilitates the identification of potential human rights risks tied to each stakeholder group connected to our operations, allowing us to anticipate and resolve risks swiftly, whether in current operations, new business ventures, or across our supply chain.

By prioritising the most vulnerable groups - such as own employees, women, migrant workers, children, third-party employees and local communities - we consistently enhance our risk mitigation

strategies. Regular assessments, both internal and external, enable us to maintain the highest standards while protecting those most at risk from human rights abuses. Our diligence surpasses mere compliance; it embodies our ambition to lead by example in fostering an ethical, inclusive business environment across our operations, facilities, and those of our value chain partners.

This dedication is reflected in our collaborative efforts with suppliers and stakeholders to reinforce fair labour practices and ensure respect for human rights at every stage. We engage in continuous dialogue with local communities, non-governmental organisations, and industry experts to stay informed about emerging risks and best practices.

As we move ahead, we will be focusing on identifying risks in new business relations, including mergers, acquisitions, and joint ventures. Additionally, we are implementing a systematic and periodic review of risk mapping to tackle potential issues proactively.In our human rights due diligence, we are covering topics such as forced labor, child labor, discrimination, and working conditions. We are also addressing human trafficking, freedom of association, the right to collective bargaining, and ensuring equal remuneration.

Championing Human & Labour Rights

Human Rights Assessment

At Strides, our human rights risk management aims to prevent, mitigate, or eliminate the negative impacts of business activities on individuals. We adhere to key human rights standards, including those addressing child labour, forced labour, health and safety, security, environmental concerns, and management systems. We recognise the interconnectedness of social impacts and human rights, understanding that human rights risks can be effectively managed through social and environmental considerations.

To translate our human rights commitments into measurable outcomes, Strides conducted comprehensive human rights assessments across all operations and our contractors. These evaluations are aligned with global standards, including the SA 8000 social management requirements and the Universal Declaration of Human Rights,

International Covenant on Civil and Political Rights (ICCPR), as well as recommendations from the International Labour Organisation (ILO). By examining critical areas such as child labour, forced labour, occupational health and safety, freedom of association, discrimination, disciplinary practices, working hours, remuneration, and management systems, fair wages, equal remuneration, anti-harassment, EHS, reporting concerns and non-retaliation, we ensure that all facets of our operations adhere to our human rights priorities.

This assessment was executed through a third-party/external assessor to ensure the transparency and credibility of the Human rights risk identified. However, out of the total sites (Indian facilities) and majority of contractors assessed (as per procurement spends), none of these sites had reported any significant human rights risks or non-conformities.

Highlights of the assessment

100%
Human Rights Risk Assessment conducted across our operational sites in India.

63.3%
Human Rights Risk Assessment completed for contractors/Tier 1 suppliers.

Zero
Actual Human Rights Risks identified across operations and contractors.

Human Rights Mitigation and Remediation

We have established a strong and structured vigilance mechanism that aligns with various governing policies and procedures. As a responsible, law-abiding organisation, we ensure 100% compliance with all applicable laws and regulations. Regular internal audits and site visits are conducted to guarantee adherence to laws concerning child labour, forced or involuntary labour, sexual harassment, workplace discrimination, and minimum wage standards.

Additionally, we maintain a zero-tolerance policy toward any violations of these critical issues. All our operational sites have these processes laid out and communicated via our Code of Conduct and Human Rights training.

All human rights complaints are taken seriously and handled confidentially. To mitigate and remediate any negative impacts related to human rights risks, we have established several robust measures. We ensure that any grievances are addressed effectively, and we provide multiple channels for employees to voice their concerns.

Through Ethics Email Address (at ethics@strides.com), employee can submit grievances directly to our group CHrO. We also have a detailed human rights policy and whistle-blower policy that is easily accessible on our website, ensuring transparency and accountability.

- 1800 270 1020 helpdesk allows employees to raise queries/report to the senior management or Board directors, who have to respond within the defined timeline.

- Employee can reach out to Group HR Head (CHRO) through this system and raise concerns and queries directly to him and concerned head of the business vertical.

- It has mechanism for collecting feedback from employees on various matters.

- Additionally, we publicly display the contact information for our Prevention of Sexual Harassment (POSH) support across all workplaces, reaffirming our commitment to a safe and respectful environment.

Compliance Management

All our suppliers are required to strictly adhere to their contractual requirements of ensuring human rights for all their workers; there is zero tolerance for any deviations.

Vendor Awareness & Capacity Building

To further strengthen our impact, we have designed a Vendor Management Programme which includes ESG-focused capacity-building workshops for our critical suppliers, equipping them with the knowledge and tools needed to align with our rigorous human rights and ethical standards.

Zero Tolerance for Retaliation

We have zero tolerance for any retaliation or reprisal of any form against anyone reporting concerns in good faith or providing relevant information when required. In case of any violations reported, the identity of the person will remain anonymous, and will be handled in a timely manner as per company policy.

Disciplinary Actions

Internal investigations are carried out to devise remediation measures against reported incidents and potential violations of this code. Appropriate disciplinary action, as per the degree of violation, to the extent permitted by law, will be taken.

Championing Human & Labour Rights

Some observations from the mitigation plans on potential risks for the organisation:

Human Capital Development

Stakeholders
Employee & workers

Priority of implementation
Concurrent

🔴

Remediation/Mitigation Plan

Work-Life Balance: We have implemented flexible working hours and voluntary overtime policies to improve employee control over their schedules and prevent burnout.

Fair Wages and Remuneration: Conduct salary benchmarking to ensure competitive compensation and establish a transparent pay structure to maintain equity.

Fair Appraisal and Career Progression: Revise the appraisal system for unbiased evaluations and communicate clear career progression pathways to support employee growth.

Equality and Non-Discrimination: Launch initiatives promoting diversity and inclusion, coupled with effective grievance mechanisms to address discrimination.

Health, Overtime, and Recreational Time: Enhance health and wellness programmes, review leave policies, and organise regular recreational activities to boost employee morale and well-being.

Forced Labour

Stakeholders
Employees & Workers, Vulnerable community

Priority of implementation
Concurrent

🟢

Remediation/Mitigation Plan

Regular Audits: We conduct regular audits of supply chains and employment practices to detect and prevent instances of forced labour.

Training & Awareness Sessions: We are conducting awareness sessions on how to identify, report and monitor the incidents on forced labour incidents across our own operations and value chain partners.

Reporting: Our employees, workers and value chain partners are encouraged to report the incidents on our ethics helpline or reach out on email(mailto:ethics@strides.com) as well to our respective location facility managers, HRBPs or supervisors.

Child Labour

Stakeholders
Workers, Employees, Contractors & partners

Priority of implementation
Concurrent

🟡

Remediation/Mitigation Plan

Labour Management Systems: We have implemented robust labour management systems to monitor and prevent child labour practices.

SOPs/Guidelines: Established clear incident reporting systems to allow confidential reporting of any suspicions or occurrences of child labour.

Training: Provide regular training and awareness programmes on regulations and reporting mechanisms for human rights issues.

Monitoring & Reporting: We have developed labour reports periodically and submitted them to the compliance officer for transparency and accountability.

Equal Remuneration
(Right to fair wages)

Stakeholders
Employees, workers & contractors

Priority of implementation
Concurrent

🟢

Remediation/Mitigation Plan

Gender Pay Analysis: Conduct gender pay analyses to ensure equitable compensation for similar roles and responsibilities across genders.

Fair Wages: We engage in compensatory benchmarking and market pay calibration to maintain competitive and fair salary structures.

Employee Handbook with a contractual clause on unbiased and anti-discriminatory practices.

Discrimination
(Right to fair appraisal & career progression)

Stakeholders
Workers, Partners & Vulnerable Community

Priority of implementation
Concurrent

🟢

Remediation/Mitigation Plan

Policy Guidelines: Developed and enforced a comprehensive human rights policy, employee handbook, and code of conduct outlining anti-discriminatory practices.

Training & Awareness: Organise regular awareness and training sessions to instil a culture of inclusivity and anti-discrimination principles.

Performance Appraisal Linkage: We have linked employee performance evaluations to the completion of mandatory anti-discrimination training.

Provide PoSH/Sexual Harassment training and establish a grievance redressal mechanism to address any issues promptly.

All operational sites have been equipped with mitigation plans & timelines for implementation.

We have conducted human rights training & awareness session on how to effectively understand the potential human rights risks associated with sector and how to mitigate any risks for all our operations.

Periodic Human rights due diligence and impact assessment would be conducted to ensure monitoring and effective mitigation of potential risks.

Severity
🔴 High
🟡 Low to Medium
🟢 Low

Fostering a Culture of Safety

At Strides, fostering a strong culture of safety is a top priority. We continuously improve our infrastructure, work practices, and behaviours to ensure the health and well-being of our employees. We also promote safe, healthy, and environmentally responsible practices among our workforce, suppliers and vendors.

Our comprehensive safety management systems embed safety into every aspect of our operations. This chapter outlines our initiatives to provide a safe and supportive work environment across all offices and facilities, highlighting our approach to Occupational Health and Safety (OHS) governance, standardised procedures, risk assessment and reporting, robust training programmes, thorough audits, and accessible on-site health services[7].

OHS Management System[57]

At Strides, we are unwavering in our commitment to fostering a safe, healthy, and environmentally responsible workplace. We emphasise proactive identification and mitigation of Environmental, Health, and Safety (EHS) risks across all operations, ensuring strict adherence to relevant laws and regulations. Our approach integrates both operational safety and robust preparedness for emergencies and crises.

An overview of the OHS efforts at Strides

Component	Sub-Component	What it Entails
Regulatory, Statutory Compliance and Governance	Compliance Monitoring	Ensuring adherence to all applicable laws and standards through dedicated compliance teams.
	Regulatory Updates	Setting up mechanisms to track evolving legal requirements and update internal protocols accordingly.
	Internal and External Audits	Conducting regular Internal and External Audits to identify risks and implement corrective measures.
Occupational Health and Safety Practices	Workplace Risk Assessment	Identifying site-specific risks (chemical, biological, mechanical) and implementing mitigation strategies.
	Site level Corporate Guidelines and Standard Operating Procedures (SoP)	Establishing consistent practices that enhance workplace safety, guide hazard reduction, and ensure compliance with health regulations, ultimately contributing to the well-being of all employees.
	Health Surveillance	Conducting periodic medical checks and monitoring employee health in high-risk environments.
	Personal Protective Equipment (PPE)	Providing and mandating the use of PPE appropriate to job risks, along with training on proper usage.
	Incident Reporting and Management	Establishing a system to report, investigate, and learn from incidents and near misses.
	Behavioural Safety Programmes	Promoting a safety-first culture through awareness campaigns, and reporting of unsafe behaviours,
	Occupational Health Programmes	Supporting mental health and stress management through workplace well-being initiatives.

[57]GRI 403-1

Fostering a Culture of Safety

Component	Sub-Component	What it Entails
Continuous Improvement and Innovation	EHS Performance Metrics EHS Innovation External Certifications	Defining and tracking KPIs for safety, health, and environmental impact to drive performance; Investing in technologies and R&D that improve EHS performance and worker safety; Pursuing ISO and other global certifications to validate robust EHS practices.
Stakeholder Engagement and Transparency	Employee Participation External Engagement	Enabling open feedback and active involvement in safety committees and reporting mechanisms; Collaborating with regulators, communities, and industry bodies for shared EHS goals.

Policy Commitment & Guidelines

Guided by our Environmental, Health and Safety Policy framework (EHS policy), we strive to protect people and the environment while continuously driving improvements. This policy applies to all employees, workers, contractors, suppliers, and key business partners across our global operations, including manufacturing sites, research facilities, distribution centres, and offices.[58]

It encompasses all pharmaceutical Products & Services, Research & Development, Manufacturing, Storage, Waste Management, and Transportation activities. EHS policy is comprehensive in scope, extending to employees, contractors, and all individuals under our supervision.

A defining aspect of this policy is the meaningful involvement of workers and their representatives in shaping and enhancing our safety systems. Our EHS policy is available on our website on Strides' EHS policy framework.

In addition to our comprehensive EHS policy, we have developed number of Corporate EHS Guidelines & Site SOPs on specific topics to help with the implementation of health and safety measures. We have developed a Standard Operating Procedure (SOP) to assess and control health risks for employees involved in manufacturing of pharmaceutical products. This procedure ensures implementation of industrial hygiene controls to protect our workforce from potential health hazards.

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┌─────────────────────────────────────────┐
│  Organisational Commitment via EHS Policy │
│                    ⌄                      │
│        Corporate EHS guidelines           │
│                    ⌄                      │
│  Site Standard Operating Procedures &     │
│              Guidelines                    │
└─────────────────────────────────────────┘
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List of Corporate EHS SOPs & Guidelines

Topic	Purpose
Management of EHS Audits	To lay down a procedure for planning, executing and documenting EHS Audits - Internal, External & Statutory.
EHS Reporting and Hazard Reporting	To lay down a procedure for planning, executing and documenting EHS and Hazard Reporting.
Hazard Identification and Risk Assessment (HIRA)	To establish and maintain a documented procedure for identification of hazards, assessment of risks and determination of hierarchy of controls for effective implementation and to prevent adverse impact on those associated with tasks.
Emergency Response Management	To provide an effective emergency response during unforeseen emergencies like Fire, Chemical Spill, Medical emergency, Natural disaster, Explosion, etc.
Permit to Work System	To specify conditions under which work can be carried out safely, which could otherwise be potentially hazardous. It is a document prescribing the conditions and describing the nature and scope of the proposed work, the site where it will be performed, the equipment that will be used, the personal protective equipment to be worn and any special precautions required.
Safe Handling of Compressed Gas Cylinders	Compressed gas cylinders have the potential to create a hazardous working environment if not stored and handled safely. This Guideline lays down the process for receipt, safe storage, handling and operation of compressed gas cylinders.
Fire Extinguishers	To guide the Selection, Upkeep, Maintenance & inspection process for portable fire extinguishers.
Environmental Management	Ensure a strategic and systematic approach to environmental protection, aligning with community needs and advancing toward sustainable operations. It focuses on preventing contamination of Soil, Groundwater, and Surface water and environmental monitoring, assessing system efficiency, and taking appropriate actions based on the severity of any contamination. The Guideline also ensures compliance with local regulations and Strides' expectations. Additionally, it outlines methods for energy and natural resource conservation, including facility energy audits and the Energy Management System, while emphasising a strategic approach to reducing Greenhouse Gas emissions. Overall, it establishes a framework for environmental protection and sustainable resource management.
Pharmaceutical in Environment (PIE)	This document provides guidance for determining the Predicted Environmental Concentration (PEC) for active pharmaceutical ingredients (API) discharged to the aquatic environment as a result of pharmaceutical manufacturing activities.
Management of EHS Audits	To lay down a procedure for planning, executing and document EHS Audits - Internal, External & Statutory.

[58]GRI 403-8

Fostering a Culture of Safety

OHS Governance

Each of our manufacturing facilities maintain a dedicated Site Safety Committee to oversee health and safety management. Chaired by the Plant Head and composed of 50% worker representatives, these committees meet quarterly to evaluate current practices and address key safety issues. Additionally, specialised committees like Biomedical Committees convene biannually at every site to address health-specific safety concerns.[59]

Site EHS Heads report directly to the Funtional EHS Head, who provides guidance on the implementation of Strides' EHS Policy, the performance of OHS Management Systems, and key outcomes from committee meetings.

Our comprehensive OHS management system covers all employees across manufacturing sites, as well as contractual workers at every unit.[60] Capital expenditures (CAPEX) are strategically allocated to enable effective execution of these plans, providing essential resources for implementation. This systematic approach ensures that OHS risks are mitigated through structured, measurable, and integrated initiatives.

We prioritise proactive strategies to prevent and mitigate critical occupational health and safety risks. Notably, KRSG, Bengaluru, our largest manufacturing facility is ISO 45001 certified. Across all operations, we maintain full compliance with statutory requirements, including the Factories Act, Boilers Act, and Electricity Act etc.

Level of Governance

Level of Governance	Type of EHS Oversight	Responsibility	Frequency of Meeting
1	Regulatory Compliance Oversight	By CEO	Monthly
2	Operational Oversight	By COO	Quarterly
3		EHS Head and Operations Head	Monthly
4	Site Level Oversight	Plant Heads	Monthly

Audit and Compliance Oversight

To maintain a high standard of safety and compliance, we conduct regular internal and external audits across key operational areas. These include:

- Electrical Safety
- Occupational health centres
- Work Permit, Lockout & Tag out
- Fall prevention
- Emergency Management
- Confined Space
- Personal protective equipment (PPE)
- Compressed air and gas systems
- Chemical storage and hazardous material disposal
- Documentation such as manuals, training records, SOPs, and Material Safety Data Sheets (MSDS)

We also assess workplace conditions, human rights practices, ethical business conduct, and compliance with environmental, health, and safety regulations. These evaluations ensure accountability, transparency, and ongoing improvement in line with best practices and statutory requirements.

To ensure full statutory compliance, our CEO, who is also the Occupier of the plants, formally oversees to ensure all applicable regulatory standards are being met. In support of this commitment, we also undertake thorough Environmental, Health, and Safety (EHS) compliance audits, reinforcing our dedication to regulatory adherence and operational integrity.

[59]GRI 403-4
[60]GRI 403-8

Fostering a Culture of Safety

Internal Audits	External Audits
At Strides, internal audits are systematically organised to ensure stringent compliance with safety procedures and industry standards.	External audits play a crucial role in Strides' commitment to maintaining the highest standards of safety, quality, and compliance throughout our operations by providing independent assessments.
1 Audits cover critical areas such as chemical storage, hazardous waste disposal, and PPE maintenance. They also include inspections of compressed air and gas systems, safety equipment, emergency devices, operational manuals, and training programmes to ensure compliance and safety.	Strides collaborates extensively with external auditors to facilitate robust safety audits, including ISO 45001, customer-specific assessments, and statutory compliance audits.
2 Our audits extend to the verification of Standard Operating Procedures (SOPs) and Material Safety Data Sheets (MSDS). We also assess workplace conditions and practices concerning human rights and responsible business operations.	We engage in detailed coordination to ensure that all necessary documentation is prepared and accessible and that our facilities are available for thorough examination by external auditors.
3 Each audit ends with a detailed review, where findings are assessed, corrective actions implemented, and outcomes documented to ensure continuous compliance with environmental, occupational health, and safety standards across operations.	This process not only involves addressing any findings promptly but is also integral in establishing a continuous improvement cycle based on external feedback and recommendations.
4 Statutory EHS Audits and Safety audits are conducted once a year for major plants and once in two years for smaller plants	By adhering to these external audit practices, we ensure that our operations are aligned with industry standards and regulatory requirements, reinforcing our commitment to operational excellence and compliance.

13
Total number of internal audits completed

2
Total number of working conditions audits completed

14
Total number of external audits completed

6
Total number of specific/focused audits completed

100%
Percentage of manufacturing units accessed by third parties

Compliance Management Tracker

Additionally, we ensure full compliance with all mandated health and safety regulations, such as the Factories Act and Rules, the Manufacture, Storage, and Import of Hazardous Chemicals Rules, the Gas Cylinder Rules, and other relevant requirements. To facilitate this, we have also adopted a digital compliance tracker, an online compliance management tool that assists us in monitoring and reporting on all necessary compliances efficiently.

HIRA (Hazard Identification, Risk Assessment and Incident Investigation)[61]

A comprehensive **EHS management system** includes Hazard Identification and Risk Assessment mitigation plans, a root cause analysis of reported incidents, and a corresponding corrective action plan, which helps the Company manage its EHS issues.

We employ an optimised protocol to maintain occupational safety and health standards. Our HIRA procedure aligns with Group EHS guidelines, which all facilities are required to follow to effectively identify potential hazards.

The HIRA methodology encompasses hazard identification, risk analysis, and the deployment of control measures to mitigate risks to acceptable thresholds. This process ensures that risks impacting our workforce, contractors, the public, and the environment are systematically managed within established parameters.

Hazard Identification 5-Step Approach

Step 1 Data Collection & Classification

Gather comprehensive information on each work activity, including its nature, location, participating personnel, required training, and whether it is routine or non-routine. This step also includes reviewing standard operating procedures (SOPs), Permits to Work (PTWs), material characteristics, utility services, legal requirements, past incidents, communication protocols, current control measures, and safety committee reports.

Step 2 Hazard Identification

Proactively identify potential hazards and assess associated risks, considering categories such as mechanical, physical, electrical, chemical, fire, explosion, radiation, toxic exposure, natural disasters, biological risks, ergonomic issues, high-risk/confined spaces, and other relevant hazards;

Document the source, potential harm, and causes of harm while evaluating factors like human behaviour, external hazards, workplace infrastructure, organisational changes, legal obligations, and workplace design.

Step 3 Review & Risk Assessment

Conduct a qualitative risk assessment covering legal, stakeholder, business, and emergency concerns;

Evaluate risks by scale, severity, frequency, and existing controls;

Manage acceptable risks and prioritise reducing or eliminating unacceptable ones through a hierarchy of control - elimination, substitution, engineering, administrative measures, and PPE.

Step 4 HIRA Documentation

HIRA is documented in a prescribed format, beginning with cross-functional team meetings at facility level. Core members and stakeholders assess risks, while department heads and the EHS Head manage documentation. Records are digitally and physically stored, with departments reviewing controls - engineering, administrative, and PPE - prioritising significant risks by severity and probability

Step 5 Effectiveness Evaluation

The HIRA is reviewed at least once every five years, or whenever significant changes occur in activities, processes, equipment, or control measures. This review, conducted by a cross-functional team - including process and functional department personnel - is approved by the EHS lead and department head.

[61]GRI 403-2

Fostering a Culture of Safety

OHS Programmes

Our Occupational Health and Safety (OHS) programmes are meticulously designed to foster a safe and healthy work environment across all operational facets. We prioritise the well-being of our workforce by implementing comprehensive safety protocols and training initiatives that address both routine and emergent challenges. By integrating industry best practices and regulatory standards, our OHS programmes aim to reduce workplace hazards and cultivate a culture of safety and continuous improvement. We actively engage employees in safety dialogues and empower them with the tools necessary to identify, assess, and manage risks, ensuring a resilient and proactive approach to occupational health and safety.

① Incident Reporting

We have instituted a comprehensive process for the strategic planning, execution, and documentation of Environmental, Health, and Safety (EHS) incident reporting. This framework ensures the systematic identification, evaluation, and risk mitigation of potential hazards while maintaining meticulous records for enhanced accountability and ongoing safety improvements. Employees are encouraged to report unsafe acts and conditions through the MySetu application, where root cause analyses help identify the underlying causes of safety incidents and facilitate the implementation of preventive measures.

> The Company has not received any complaints from employees and workers with respect to working conditions and health and safety during FY24 and FY25.

[62]GRI 403-7

*Emergencies may include fires, explosions, major machine accidents, medical emergencies, natural disasters, and large chemical spills or releases of hazardous materials.

② Emergency Preparedness

We rigorously establish, execute, and maintain a detailed emergency preparedness and response system designed to identify, prepare for, and address potential emergencies efficiently. This system also encompasses strategies to prevent or alleviate adverse effects on EHS due to emergency scenarios or associated risks, ensuring a proactive and resilient approach to workplace safety.[62]

③ OHS Communication

Targeted communication and training are an essential part of our control framework. EHS Councils at organisation level and site level meet on monthly basis to discuss and review performance and set continuous improvement plans such as monitoring and learning from significant incidents, enhanced leadership accountability for safety, all of which support Strides' EHS commitments.

Additionally, we regularly circulate email communications to promote employee health and safety awareness and inform the workforce about wellness sessions. These communications emphasise the importance of health and safety considerations at Strides.

④ GEMBA (actual workplace) walks

are carried out to observe work processes and identify potential safety hazards, engaging with employees on the shop floor to discuss safety concerns and gather feedback. Findings from GEMBA walks are documented, and corrective actions are implemented.

⑤ Noise Control

We have implemented procedures to identify and control sources of occupational noise exposure. Additionally, we have set up a conservation programme for employees working in areas where noise levels exceed 90 dBA as a time-weighted average

⑥ Grievance Redressal

Suggestion boxes are placed in respective work locations to facilitate the reporting of unsafe acts and conditions. Additionally, the SEEK application, an online platform accessible to all employees, allows for the reporting of any grievances, including safety-related issues. This comprehensive approach ensures that we maintain a safe and healthy working environment for all.

⑦ Hazard Reporting & Incident Management

According to our internal SOP, employees receive training on reporting hazards through the MySetu online portal. A statutory safety committee, comprising workers and management, exists at all sites, with worker representatives highlighting safety hazards during meetings.

We are committed to our EHS policy, which emphasises training and educating employees, contractors, and stakeholders to understand and mitigate EHS risks.

The SOP ensures effective reporting of EHS incidents and workplace conditions via the MySetu app. Additionally, process checklists are in place to confirm a safe working environment before batch startup. All EHS incidents are recorded in the MySetu application, with investigations and corrective and preventive actions (CAPA) conducted as per our internal SOP .

⑧ OHS Training

An annual training calendar is developed and implemented to meet all necessary OHS training requirements. Role-specific certification trainings, such as first aid and emergency response, are conducted by external agencies at defined intervals. This year, we have conducted a myriad of training and awareness sessions for all our operational sites and contractors/suppliers.

All new employees have to undergo Safety induction training and job-related EHS training before assuming their job-roles. A total of **15,311** man-hours of training imparted during the year.[63]

⑨ Worker Participation and Consultations

We actively involve staff in safety procedures and decision-making, encouraging feedback and suggestions for ongoing improvement and fostering a culture of safety ownership. In addition, our specialised biomedical committees at each site, composed of 3 dedicated worker representatives, convene twice a year to focus on health-related safety measures.[64] Workers are also encouraged to participate in all safety committee meetings.

List of Trainings conducted In FY25

OHS Policy and Leadership	Environment Management System	Waste Management- Biomedical
Employee Engagement	Machine Gaurding	Machinery Safety
Hazard Identification	Handling of Hazardous & Non-hazardous Waste	PPE Usage
Statutory and Regulatory Compliance	Electric Safety	Permit to Work System
Emergency Planning	Quality Control	Ergonomics and Employee Wellbeing
Incident Investigation	Fire Prevention	Industrial Hygiene
Contractor Safety	Equipment Management	Safe Handling of Compressed Gas
Business Continuity Planning	Health Surveillance	Contractor Mangement
	Energy Efficiency	

[63]GRI 403-5
[64]GRI 403-4

Fostering a Culture of Safety

OHS Risk Management and Performance Integration

We adopt a structured approach to managing Occupational Health and Safety (OHS) risks by aligning targeted action plans with defined performance goals. The process begins with identifying and selecting relevant key performance indicators (KPIs) through a comprehensive assessment of organisational objectives and risk profiles. These KPIs are designed to be clear, measurable, and achievable, ensuring alignment with our overarching OHS strategy. KPI performance is tracked monthly to maintain alignment with safety goals, supported by regular review meetings to evaluate progress, address challenges, and implement necessary improvements.

Parameter	Unit	FY25	FY24	FY23	FY22	Target FY26
Fatalities (Employees)	Number	0	0	0	0	Maintain a track record of zero fatalities across our operations
Fatalities (contractors)	Number	0	0	0	0	
Lost-Time Injury Frequency Rate (LTIFR) - Employees	LTIFR (n/ million hours worked)	0	0.34	0.37	0.16	Target of 0.25
Lost-Time Injury Frequency Rate (LTIFR) - Contractors	LTIFR (n/ million hours worked)	0	NA	NA	0	
Data Coverage	In %	100%	100%	100%	100%	

Note - LTIFR is calculated based on IS 3786 guidelines

Safety Incidents[65]

Parameter	Unit	FY25		FY24		Target FY26
		Employees	Contractors	Employees	Contractors	
Total Recordable Injuries	No.	9	6	12	5	Less than 0.78
Total Recordable Incident Rate (TRIR)	No.	0.30	0.48	0.41	0.24	

TRIR calculated as per OSHA guidelines

> The reporting year, we had zero fatalities and recordable cases associated with work-related ill health.[66]

[65]GRI 403-9
[66]GRI 403-10

Occupational Health Services[67]

Our occupational health services are imperative in maintaining a healthy working environment by eliminating hazards and minimising risks. The key functions of the Occupational Health Services are as follows:

Health & Safety Risk Assessment	Worker Participation & Engagement	Implementation of Safety policies & procedures	Training & Awareness
Health Surveillance & Monitoring	Health Promotion & Wellness Programmes	Operationalising Occupational Health Centres	

Our organisation emphasises comprehensive health and safety measures through a variety of initiatives:

Regular Health Examinations: We conduct periodic health examinations every six months by a team of qualified occupational health professionals to monitor the well-being of workers and employees.

Health Monitoring and Preparedness: We actively monitor the health of our workforce and ensure preparedness for accidents or injuries, including rehabilitation and follow-up care.

Health Promotion Programmes: We promote health via fitness and wellness programmes, encouraging a culture of well-being among our workforce.

Awareness and Training: We provide internal training on health initiatives and collaborate with external parties, such as healthcare providers and government agencies, to enhance the quality and accessibility of occupational health services.

Data Management and Protection: Our Occupational Health Centre (OHC) doctor and Admin department manage medical certificates and employee health data, ensuring data protection under the supervision of the OHC doctor.

Insurance Coverage: Employees are covered by various policies, including the General Mediclaim Policy, Group Personal Accident Policy (with wide cover), and Group Term-linked Insurance policies as required by the Company.

Voluntary Health Services: We offer voluntary health promotion services and programmes to address significant non-work-related risks.

Events and Programmes: We organise events such as Mental Health Awareness programmes, Breast Cancer Awareness initiatives, and Stress Reduction programmes.

Additional Wellness Initiatives: We ensure the provision of hygienic food in the canteen and organise an annual sports competition for all employees. Moreover, wellness programmes are conducted by our in-house Factory Medical Officer.[68]

Type of Voluntary health promotion services and programmes offered	Workers who were offered the services/programme in FY25
Healthy food through Canteen services	100% employees & contract employees
Health insurance coverage	100% coverage for permanent workers and employees
Loan facility	100% coverage for permanent workers and employees

[67]GRI 403-3
[68]GRI 403-6

Our Social Impact

CSR Programmes and Initiatives

We recognise that our operations significantly impact global well-being. Access to affordable healthcare remains a critical issue in many areas, with socioeconomic barriers often preventing individuals from obtaining essential treatments. At Strides, we take our social responsibility seriously and aim to contribute positively to society through our Corporate Social Responsibility (CSR) initiatives.

Our community development programmes are an integral part of our sustainability strategy, focusing on healthcare, education, employability, and vocational skill development to create sustainable value and foster meaningful change.

We strive to empower communities and make a positive impact, embodying the principles of corporate citizenship and responsible business practices to create a more equitable and healthier world for all. In 2010, we launched Strides Foundation, an executive CSR arm of Strides, to reinforce our social commitment.

CSR Needs and Impact Analysis

In 2013, a scientific Need Analysis was taken up leading to the CSR focus on education, healthcare and employability, aligning with our belief that society is integral to our identity and essential for sustainable growth. Through our dedication to CSR, we aim to make lasting contributions that benefit both communities and the world at large.

To measure the impact of our activities, we voluntarily assessed our CSR initiatives from 2020 to 2023 from a third party viz., Social Audit Network, India (SAN India), which supports the Social Accounting and Audit (SAA) framework for measuring impact. The CSR programme's objectives were evaluated using the REES framework: Relevance, Effectiveness, Efficiency, and Sustainability. We are pleased to report an overall rating of 9.2 out of 10, a 7% improvement from the last CSR Impact Assessment.

To create a lasting impact in the communities surrounding our manufacturing locations, we focus on enhancing access to healthcare through preventive, promotive, and curative services; ensuring availability of safe drinking water; and strengthening government schools through our education and employability empowerment programmes in Bengaluru and Puducherry respectively.

We are dedicated to delivering difficult to manufacture complex generic formulations to meet the unique needs of patients worldwide. To capitalise our extensive expertise across specific therapeutic areas and geographies to advance health and well-being.

The foundation's objective is to

Uplift the communities around our areas of operation, thereby create a positive impact in the community.	Identify interventions to ensure sustainable social development after considering the immediate and long-term socio-environmental consequences.	Setting high quality standards in providing interventions and support to meet the community's needs.

CSR Governance

Our board level CSR Committee is chaired by Dr. Kausalya Santhanam, one of our Independent Directors. Other members of the Committee are Mr. Arun Kumar and Mr. Homi Rustam Khusrokhan. Our CSR policy, drafted in accordance with Companies Act 2013, outlines our approach to CSR and provides guidelines and mechanisms for implementing programmes that benefit community welfare and promote sustainable development. Strides Foundation monitors the implementation and provides periodic reports to the Committee, ensuring the Board of Directors to fulfill their monitoring, reporting, and legal obligations.

Our CSR spend (excluding administrative overheads) in FY25 stood at ~₹5.46 Crores, which is close to 58% higher than FY24.[69]

[69]GRI 3-3, 203-1, 203-2, 413-1

Our Social Impact

Our CSR Programmes Focus Areas

Community Welfare

Health & Hygiene Programmes

Educational Initiatives

Employability and Skilling

Health and Hygiene

To increase awareness of health and hygiene and provide high-quality preventive, promotive, and curative services, we have implemented the following initiatives:

Specialty Healthcare Facility

We established Arogyadhama, a state-of-the-art specialty healthcare centre, in Bengaluru Rural near our facility in Suragajakkanahalli. This specialty centre offers promotive, preventive and curative services that include free consultations with specialist doctors like Gynae, pediatrician, Ophthalmology, Dental and General Medicine, highly subsidised medicines, and diagnostic services like Radiology & Lab services. It also actively participates in various government-sponsored community health care programmes to provide better and affordable healthcare facilities.

Sanitation and Hygiene

In our pursuit to improve sanitation and hygiene, we have built underground drainage systems and septic tanks with up flow filters at Suragajakkanahalli, covering the complete village among other infrastructure improvements. This has earned the state award for Suragajakkanahalli Panchayat - 'Open Defecation Free Panchayat'.

Safe Drinking Water

We have set up 12 self-sustainable drinking water units to increase the accessibility of safe drinking water for nearby communities, to provide for 12,000 people. We have also set up a project - Alternate water source – Atmospheric Water Generator in Lingapura, Haragadde village, which does not use groundwater, and there is no wastage of water.

Arogyadhama

Bridging healthcare gaps, Arogyadhama, our multi-specialty health centre in the Bengaluru rural area, has earned a commendable reputation for its exceptional work. We provide end-to-end patient lifecycle health services through our 3-pronged approach: Curative, Preventive and Promotive. Strides Foundation supports health and hygiene initiatives in 12 villages within Suragajakkanahalli panchayat, Anekal taluk. This was initiated in 2015 since there were no healthcare facilities in the vicinity of the 5-kilometer radius of Suragajakkanahalli.

Diagnosis: Over the past 10 years, we have served around 96,000+ with an average of 10,000+ people per annum from 12 villages, providing preventive, promotive, and curative healthcare. Equipped with state-of-the-art medical facilities, including X-ray, scan, laboratory, and minor OT, Arogyadhama also offers specialised services like Ophthalmology, Gynecology, Pediatrics, Dental Treatments, and Pharmacy.

Free consultations: We are proud to offer pocket-friendly services, providing free consultations and diagnostic services to the community. The health centre conducts specialist and health camps for villagers, both at the centre and in the villages.

Door-to-door screenings for non-communicable diseases (NCDs) are performed, checking for 22 parameters and providing guidance and medication as needed. The health camps also identify patients who require government services such as Ayushman Bharat or disability cards, and the centre helps make these services accessible to the villagers. Towards self-sustenance, Arogyadhama has expanded its services to cater to the periodical annual medical checkup programme for corporate employees. Situated close to an industrial area, Arogyadhama is well-positioned to attract local companies for these services. It has already secured contracts with several industries in the region.

FY25 Milestones

10,350 Lives touched through Arogyadhama's Preventive, Promotive, and Curative Programmes.

552 new patients diagnosed in addition to 951 individuals screened for non-communicable diseases (NCDs). Provision of regular check-ups and medication to diabetic & hypertensive patients.

700+ people for focused checks in FY25 screened for Tuberculosis: 12 positive cases identified and treated. 8 cured and 4 currently under treatment.

911 Students from 18 schools across 3 panchayats were covered under the School Health Programme.

780 Immunisations administered to children in collaboration with the Government Primary Health Centre (PHC) in Haragadde.

374 Individuals covered under special health camps for Ophthalmology, Cardio, Orthopedic, and general medical check-ups. Spectacles were provided to 54 people, while 2 were referred for cataract surgery.

Our Social Impact

Safe Drinking Water

Strides Foundation has constructed 11 RO plants & 1 Atmospheric water generator, which are self-sustainable, and managed their maintenance and operation. Recently, these plants were transferred to the local Panchayat, which is now responsible for their upkeep. Additionally, 7 village wells were chlorinated through our Arogyadhama village outreach programme - to ensure safe drinking water. Water samples from these plants are regularly tested by Arogyadhama to ensure potability. As a result, villagers have become accustomed to using the potable water for drinking and cooking. As of March 2025, the total water dispensed is over 3.20 crore liters.

Shiva Shakti Homes

Nurturing lives with care, Siva Sakthi Sathya Sai Charitable Trust, an organisation dedicated to serving intellectually challenged people and senior citizens, operates a home in Sri Raja Rajeswari Nagar, Bengaluru. We have been extending our support by sponsoring groceries and medicines **for the 28 differently abled inmates,** ensuring their well-being and comfort.

Impact of Arogyadhama Programme

Enhanced Healthcare Support and Management

By increasing healthcare support and management for Anekal's villages, we strive to build a robust healthcare infrastructure that caters to diverse medical needs. This involves deploying mobile health units and community health workers to ensure villagers receive timely medical interventions. Such consistent access to healthcare not only addresses immediate health concerns but also establishes a foundation for preventative care and ongoing health monitoring, leading to a healthier, more resilient community in the long run.

Access to Potable Drinking Water

Improving access to potable drinking water is a cornerstone of our community welfare programme. By installing water treatment facilities and bore wells, we aim to ensure safe and reliable water sources for all villagers. This initiative significantly reduces waterborne diseases, enhancing community health and enabling better overall quality of life. Long-term access to clean water empowers the community economically and socially by reducing healthcare costs and increasing productivity.

Management of Non-Communicable Diseases (NCDs)

Our programme places a strong emphasis on the management and care of non-communicable diseases (NCDs), which are prevalent in many rural areas. By implementing targeted health interventions and educational workshops, we aim to empower residents with knowledge on managing NCDs effectively. This proactive approach reduces the long-term burden of NCDs on the healthcare system and enhances life expectancy and quality for those affected, fostering a more health-conscious community.

Improved Dental and Eye Services

Access to specialised services like dental and eye care is being enhanced through dedicated clinics and health camps. By addressing dental hygiene and vision issues, we aim to improve essential aspects of health that often impact daily life and productivity. Over time, these services contribute to a workforce that is healthier and more capable, thus promoting economic growth and social wellbeing.

Outcome of Health & Hygiene programmes

13,000
Villagers reached out

20,000+
Patients served

12 RO
Plants in active operation

911
School children reached out through health camps

4
Anganwadi in active operation

374
People reached out through health camps

Our Social Impact

Educational Initiatives

To improve the quality of education and learning outcomes, we have implemented several key initiatives aimed at increasing student retention, enhancing school infrastructure, and providing access to relevant learning materials. Our efforts also include empowering and training teachers, improving in school performance, and developing students into responsible citizens through life skills programmes and mentoring. We have started the following types of initiatives:

School Infrastructure Development

Building new schools and Anganwadis within the stakeholder community. Adopting existing schools and developing them by providing necessary infrastructure, facilities and amenities, and supporting academics to ensure a Conducive and Quality learning environment.

Teacher Empowerment and Training

Offering training programmes to additional teachers provided to the school to enhance their teaching skills and methodologies.

Student Support and Development

Providing access to relevant learning materials. Implementing life skills programmes and mentoring to foster the holistic development of students. Improving in-school performance through targeted interventions.

Education Initiatives

Leadership Adoption Programme for Schools (LeAPS)

Our Leadership Adoption Programme for Schools motivates government school students to achieve their goals by equipping them with holistic developmental skills and essential knowledge. Integrated into the regular curriculum with a dedicated teacher, the year-long programme has been running since 2013. It delivers age- and grade-specific life skills education through engaging methods like quizzes, role-plays, activities, and experiments. Alongside, students receive academic support, examination preparation, and career guidance. The programme nurtures confidence, problem-solving, and decision-making abilities, helping students grow into responsible individuals. Currently, 280 students at Government Higher Primary School, Haragadde, and 363 at Government High School benefit from it.

Infrastructure Development

We have undertaken the renovation of a primary school in Muthanallur, transforming its premises to include a clean assembly and dining area, a well-equipped stage, and an updated wash area. This effort was met with gratitude and praise from teachers, the School Development Management Committee (SDMC) team, parents, students, and panchayat members

Enhancing Early Childhood Care

In Medahalli village within the Suragajakkanahalli Panchayat Our Social Impact in Bengaluru, we constructed a state-of-the-art Anganwadi based on the felt need and in response to the request from the panchayat. This facility serves over 30 children, pregnant women, and new mothers, providing them with a supportive environment for growth and learning. The Anganwadi features a spacious hall, a storage room, kitchen, restrooms, and a play area.

The 4 Anganwadi encompass 30 children each, with a total of 120 children staying and provisions for new and pregnant women to find support and help. The Anganwadi's are:

- Suragajakkanahalli
- Adoor
- Sidihosakote
- Medahalli

Vidyadhama

The Vidyadhama-Strides Model Government Higher Primary School - Project is our initiative to create a safe and conducive environment for children to learn. Spanning 2 acres and 16 guntas of land in Haragadde, Bengaluru rural, this project aims to provide an exemplary model school. The construction is progressing well, and we look forward to handing over the project to the School Authorities upon completion

Vocational Training

Furthermore, in partnership with the Tata Institute of Social Sciences (TISS), we run the Bachelor of Vocational Training in Pharma Manufacturing (B.Voc) programme in Puducherry. This initiative aims to elevate the educational and career prospects of disadvantaged and marginalised youth in the region. The programme combines classroom instruction with practical, on-the-job training, equipping students with valuable skills and a B. Voc degree. As part of the third batch, 28 students graduated this year.

Our Social Impact

Employability & Livelihood

To enhance their employability, Strides Foundation is continuing its partnership with Swami Vivekananda Rural Community College (SVRCC) in Puducherry. Through this Employability Empowerment Programme, we have successfully trained a total of 760 individuals, with 709 students securing gainful employment. Located in Keezhaputhupattu village near Puducherry, SVRCC has been transforming lives and empowering youth with quality skill training since 2008.

As part of our commitment to empower the desiring and deserving youths from the local communities, we annually sponsor 100 students from the fisherman and underprivileged communities. The organisation is distinguished by its comprehensive education approach, which not only imparts employable skills but also fosters strong character and depth of personality.

They offer a one-year vocational training programme, comprising nine months of classroom sessions and three months of on-the-job training. Many of these courses are registered under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) and are assessed by the National Skill Development Corporation (NSDC). Recently, SVRCC received approval from the Department of Employment.

Milestones FY25

100 Students from the 8th batch have successfully completed their training. Among them, 90 students have secured placements in various industries, while 10 have embarked on gainful self-employment ventures. This achievement marks a 100% employment rate for this year

100 Students of 9th batch of 42 girls and 58 boys are undergoing training at SVRCC from August 2024, they with start on the job training in June - July 2025

Outcome

760
Students impacted

709
Students are gainfully employed

Impact

Mainstreaming of rural youth into formal economy

Transformation of youth into responsible citizens, from becoming an anti-social

Environmental Sustainability

We understand the importance of preserving our environment in today's fast-evolving industrial landscape, where responsible practices, resource efficiency, and sustainable growth are critical to ensure long-term ecological balance and business resilience. To meet our commitments to stakeholders, we have integrated a systematic, process-driven approach into our long-term business strategy, aiming to boost resource efficiency, promote circularity, and reduce emissions.

We are committed to continually advancing our environmental initiatives, ensuring long-term impact by:

- developing a Decarbonisation Strategy;
- conducting a Physical Climate Risk Assessment (CRA) for all facilities;
- performing a Product Lifecycle Assessment of Macrogol;
- carrying out an exhaustive Biodiversity Risk Assessment for our KRSG and Puducherry facilities.
- committed to Science Based Target initiative (SBTi)

This further signifies our intent to drive our operations responsibly while ensuring continuous profitability.[70]

Environmental Management

Our corporate level Environment, Health and Safety policy framework (EHS policy) outlines our commitment to environmental stewardship. The policy provides structured and systematic guidance for managing environmental aspects and performance. The EHS policy framework also outlines key strategic initiatives to reinforce our environmental focus.

Governance

The Board level Risk Management & Sustainability Committee (RM&SC) is responsible for addressing environmental sustainability at an organisational level. The Group Level Steering Committee, together with the EHS Head, provides strategic oversight and monitors the implementation of the EHS Policy. The Risk Office keeps track of key climate-related risks, leveraging the enterprise risk management framework and engages with the EHS team on risk management.

The Functional EHS Head oversees the implementation of the EHS strategy across the organisation, monitoring progress and helping Strides achieve its environmental goals. Site-level EHS Heads report to the Functional EHS Head about the implementation of the Company's EHS Policy, the functioning of Environmental Management Systems, and any significant risks at their sites.

Further, all our Indian sites including R&D facility are ISO 14001 certified (Environmental Management Systems). We conduct regular EHS training sessions, focusing on skills and technical development. Global EHS/ESG awareness is promoted through monthly ESG talks, and monthly technical training sessions enhance EHS professionals' knowledge. EHS

Leadership training sessions, Training on Standard Operating Procedures (SOPs) are conducted at site level. A team comprising 16 EHS professionals ensure full compliance with the organisation's sustainable business goals.

Yield Improvement

Yield improvement is an integral part of our manufacturing practice, focused on increasing the proportion of products that meet quality standards without defects. Maintaining high yields is essential as it reduces waste, lowers production costs, and enhances operational efficiency ultimately supporting customer satisfaction, and competitive advantage through consistent, reliable production and profitability.

As part of our standard process, the manufacturing team continuously monitors critical products by developing detailed process flows to identify yield losses at each stage, from granulation to coating, inspection and packaging.

Daily product data is collected and reviewed in weekly meetings to analyze rejection causes and prioritise key issues. Standardised action plans, such as optimising batch sises, are implemented as needed to improve outcomes. In the last year, these measures have successfully increased yields, saving 7,700 kg of raw materials and eliminating an equivalent amount of waste.

Environmental Sustainability

Energy and Emission Management

We prioritise energy-efficient measures to enhance operational efficiency, cut costs, and lower carbon emissions as part of our decarbonisation strategy. Through comprehensive energy audits, we identify improvement opportunities and set clear targets to systematically reduce energy use. Regular monitoring ensures progress, reinforcing our commitment to clean, sustainable, and eco-friendly practices while steadily advancing toward reduced energy consumption. We have also established a comprehensive Energy Policy that reflects our commitment to energy conservation.

We also invested in technological innovations and product robustness to reduce energy use and waste. Regular training engages teams, fostering awareness and building a culture of energy efficiency.

In FY25, we sustained a balanced energy mix, with renewables contributing 19,625 MWh (42.65%), sourced from in-house solar and external providers alongside conventional energy sources.

Non-renewable energy is sourced through both grid electricity and others conventional sources such as diesel, furnace oil and accounts for 57.35% of the total energy share.

Category[71]	Unit	FY25*#	FY24	Y-O-Y
Non-Renewable Energy	MWh	26,384.26	30,064.19	-12.24%
Renewable Energy	MWh	19,625.51	23,311.84	-15.82%
Total Energy	**MWh**	**46,009.77**	**53,376.03**	**-13.80%**

Note - *The energy consumption data for FY25 excludes the Softgel division at KRSG, which has been demerged into a separate listed entity and no longer forms part of Strides' operations.
To enhance the coverage of the reporting, the energy consumption data for FY25 comprises of all 6 units including the data from the corporate office.

Energy Management Initiatives

105.99 MWh

annual energy savings achieved through integration of EC (electronically commutated) motors, which maintained high efficiency even at reduced RPM, reduced waste heat and compressor operation, lowered costs, and accelerated payback.[72]

- **Installed Variable Frequency Drive (VFD)** devices to optimise motor efficiency;
- **Automated cooling tower** controls to save energy;
- **Preventive maintenance** and leak sealing to curb emissions;
- **Thermography** to reduce inefficiencies; and insulation to minimise heat loss.

59.66 MWh

realised annual energy savings by installing automatic tube cleaning systems for water-cooled chiller condensers, eliminating manual intervention and improving operational efficiency.

Harmonisation

of line equipment in all container packaging lines resulting in uniformity and flexibility in our daily operations which in turn increased efficiency.

Investment

in a dedicated Feeder High Tension (HT) for power distribution agency at KRSG has further improved power reliability and contributed to a reduction of 1,127 tonnes of emissions.

[71]GRI 302-1, 302-3 | [72]GRI 302-4

Decarbonisation Strategy

The development of a robust decarbonisation plan is a testament to our commitment to reduce greenhouse gas emissions. By integrating cleaner energy sources, optimising processes, and promoting energy efficiency, we aim to minimise our carbon footprint.

Our decarbonisation plan essentially includes three key aspects:

We have been historically accounting our scope 1 and 2 emissions. Starting FY25, we have bolstered our efforts and initiated scope 3 accounting as well. This comprehensive assessment provides a clearer picture of the indirect emissions associated with the Company's operations, including those from purchased goods and services, upstream and downstream transportation and distribution, fuel and energy related activities etc. By understanding these emissions, we can better target reduction strategies and enhance our overall sustainability performance.

A key focus for Strides this year is its commitment to setting science-based targets for decarbonisation. This initiative aligns with global efforts to limit temperature rise and demonstrates the Company's dedication to reducing its carbon footprint in line with scientific recommendations. By committing to these targets, we aim to ensure that our emission reduction goals are both ambitious and achievable, fostering long-term sustainability.

1 Boosting Renewable Energy Use

Committed to reducing our reliance on non-renewable sources by increasing our share of clean energy. Our renewable energy mix stands at 42.65% in FY25, with our flagship KRSG plant currently at ~87% renewable. This significant improvement underscores Strides' commitment to clean energy and its role in reducing Scope 2 emissions. We aim to achieve similar levels at other sites through planned rooftop and onsite solar installations and renewable power purchase agreements. The increased use of solar and wind energy across its sites not only lowers the Company's carbon footprint but also sets a precedent for other industry players to follow.

2 GHG reduction through Fuel switch

Another key feature of our roadmap is transition to cleaner fuel. KRSG site is converting its boiler fuel from furnace oil to PNG. At our Alathur manufacturing site, we are using sawdust and agricultural waste in our briquette-fired boiler steam production. This initiative led to a net emission reduction of 412 tons of CO_2e.

3 Sustainable fuels

We have collaborated on sustainable logistics as part of our Low Emission Transport Programme (LETP). This initiative focuses on reducing carbon emissions in transportation by adopting biofuels, thereby decreasing reliance on fossil fuels. The programme has already demonstrated tangible environmental benefits, with substantial CO_2 savings reported from shipments executed in February and March 2025. By transitioning to biofuels, Strides not only enhances its sustainability profile but also supports its consignees in achieving their own Environmental, Social, and Governance (ESG) performance targets. The initiative helped save 496 tCO_2e of GHG emissions in February and March FY25.

Environmental Sustainability

Greenhouse Gas Emissions[73]

GHG emission reduction is closely linked to Strides' decarbonisation strategy and reaffirms the Company's commitment to mitigate its contribution to climate change. Our focus has been on rigorously measuring and reducing Scope 1 emissions from our facilities and operations and using purchased renewable source of energy to lower down Scope 2 emissions. To achieve emission reductions, Strides has been increasingly adopting renewable energy to reduce reliance on non-renewable energy sources.

Category[73]	Unit	FY25*#	FY24	FY23	FY22	Y-O-Y
Scope 1: Direct emissions	tCO$_2$eq	5,376	5,332	4,490	6,206	0.83%
Scope 2: Indirect emissions	tCO$_2$eq	17,099	19,893	19,548	19,960	-14.95%
Scope 3: Indirect emissions[6]	tCO$_2$eq	47,827	NA	NA	NA	NA

Note - *The GHG emissions data for FY25 excludes the Softgel division at KRSG, which has been demerged into a separate listed entity and no longer forms part of Strides' operations.
To enhance the coverage of the reporting, the energy consumption data for FY25 comprises of all 6 units including the data from the corporate office.

'Enhancing Sustainability and Efficiency: KRSG Plant's Shift to a Dedicated Feeder Reducing Scope-1 Emissions by 1,127 Tons Annually'

At our KRSG plant, frequent power interruptions from a shared feeder supplying both industrial and residential areas caused regular reliance on diesel generators, leading to significant Scope-1 emissions. We collaborated with BESCOM to establish a dedicated express feeder, ensuring a separate 11 KV electrical line from their sub-station to the KRSG site

by paying additional charges. BESCOM assured minimal power interruptions, not more than two per quarter.

This initiative has substantial benefits with a Power Purchase Agreement in place, all power at the KRSG site is sourced from a solar agency, ensuring zero additional GHG emissions. It will overall result in reduction

of 1,127 tCO$_2$e of Scope 1 emissions yearly. Furthermore, operational stress on equipment hardware such as PLCs, HMIs, IPCs, and servo drives is minimised, and environmental conditions within the area remain stable, improving overall plant performance and sustainability.

Achieving Net Zero Emissions

Strides has formally submitted its commitment to the Science Based Targets initiative (SBTi). Our near-term and net-zero emissions reduction targets are currently under validation and will be published upon approval. This marks a significant milestone in our climate action journey, aligning our decarbonisation efforts with global best practices and science-based methodologies.

We are committed to achieving net zero emissions by 2050 or sooner, in line with the SBTi Net-Zero Standard and the global goal of limiting warming to 1.5°C above pre-industrial levels. This alignment ensures our climate targets are both science-based and globally aligned, reflecting ambition with a strong foundation in evidence.

In making this transition, we are evaluating emissions pathways and reduction strategies. We have created a transition plan for Scope 1 and 2 emissions, with progress monitored through climate-related metrics. To achieve short-term objectives, we are dedicated to using 100% renewable electricity by 2030, transitioning to low emission PNG fuel for boilers, and decreasing energy demand through efficiency gains and environment friendly technologies.

Overall, Strides' decarbonisation strategy is comprehensive, addressing emissions across all scopes and leveraging innovative solutions to drive sustainability. The Company's efforts in Scope 3 inventorisation, commitment to science-based targets, increased renewable energy usage, and sustainable logistics collaboration exemplify its leadership in environmental

stewardship. As Strides continues to implement these strategies, it aims to set a benchmark for the pharmaceutical industry, demonstrating that ambitious sustainability goals are both necessary and achievable.

Air Emissions

We have integrated stringent air pollution control measures into our manufacturing processes. As a minimum requirement, we ensure strict compliance with the stipulations of the Central & State Pollution Control Boards keeping stack emissions of PM, SOx, NOx, and CO below prescribed limits. These parameters are monitored quarterly through Pollution Control Board-mandated testing. Strides ensures that the levels of these gases are well under the limit prescribed by the associated Pollution Control Boards.

Environmental Sustainability

Climate Change

We are committed to integrating climate governance in alignment with TCFD framework into our corporate strategy, ensuring that ESG risks including climate risks and opportunities are systematically managed and aligned with our sustainability goals.

Climate Risk Assessment

We understand that climate risk assessment is crucial for strategic planning and operational resilience. As the impacts of climate change intensify, we recognise the importance of proactively identifying and addressing potential challenges to our operations, infrastructure, and financial health. It is also integrated into our multi-disciplinary company-wide enterprise risk management process.

Strides has carried out a third party climate risk assessment for all its plants in India (incl. R&D Center and Corporate office), US and Italy. Our framework focuses on collectively eight acute and chronic climate physical hazards - Flood, wind, heat, cold, precipitation, drought, hail and wildfire and transitional risks linked to the shift toward a lower-carbon economy, including regulatory changes and evolving consumer preferences.

Time Horizons considered for conducting the climate risk assessment:

Short term
5 years (up to 2030)

Medium term
10 years (up to 2035)

Long term
30 years (up to 2050)

By implementing a comprehensive climate risk assessment process, we aim to enhance our adaptability in a changing environment, safeguarding our business while reinforcing our commitment to sustainability. This ongoing evaluation of our climate risk management strategies positions Strides at the forefront of industry best practices, ensuring our long-term success and positive contributions to the communities and environment we serve.

Climate Change Governance Mechanism

Risk Management & Sustainability Committee (RM&SC) of the Board of Directors of the Company is responsible for the overall sustainability initiatives including

assessing risks related to Climate Change and further undertake mitigation actions. The committee meets at least twice in a financial year to discuss inter-alia about the risks and mitigation measures that can be implemented.

The Chief Sustainability Officer (CSO) along with sustainability team at Strides plays a crucial role in embedding sustainability including climate change management across the organisation. The CSO, in collaboration with operational function heads assists the Committee in developing and implementing a sustainability strategy aligned with corporate goals and global standards.

Process for Identifying and Assessing Climate-Related Risks:

Risk Identification

Climate-related risks are identified systematically by analyzing historical data and industry reports specific to our operational locations.

Risk Assessment

Potential impact and likelihood of identified risks are evaluated using scenario analysis to understand possible outcomes, considering different climate scenarios like SSP1-2.6, SSP2-4.5 and SSP5-8.5 scenarios.

Risk Quantification

Financial and operational impacts of risks are quantified to prioritise and allocate resources effectively, calculating potential economic losses and operational disruptions.

Risk Mitigation

Strategies like infrastructure resilience and energy efficiency are formulated and implemented to manage identified risks, focusing on building capacity and awareness among employees and stakeholders.

Monitoring and Disclosure

Risk management efforts are continuously monitored, and progress and outcomes are disclosed to stakeholders, ensuring alignment with strategic objectives and sustainability goals.

Climate-related Scenario Analysis

To understand the future hazard trends, the Shared Socioeconomic Pathways (SSPs) assessment using SSP 1, 2, and 5 scenarios until the year 2100 were used. The analysis used scenarios from the IPCC Sixth Assessment Report (SAR) published by the United Nations Intergovernmental Panel on Climate Change in 2022 for evaluating physical risks, while the scenarios developed by the Network for Greening the Financial System (NGFS) are used to assess transition risks.

The physical climate risk data has a temporal resolution of every five years from the present till 2100. The SSPs are based on five narratives that describe broad socioeconomic trends likely to influence future society.

For our physical risk assessment, following three climate scenarios have been considered for all the locations:

SSP 1	SSP 2	SSP 5
Sustainability- Taking the Green Road	**Middle of the Road**	**Fossil-fueled Development - Taking the Highway**
• Low challenges to mitigation and adaptation;	• Medium challenges to mitigation and adaptation;	• High challenges to mitigation, low challenges to adaptation;
• Shift to sustainable practices results in rapid technological development, relative global equality of income, and environmental sustainability;	• Decisive mitigation actions to reduce emissions to half of current levels by 2080;	• Continuation of business as usual with emissions at current rates;
• Emissions continue to increase through the end of the century, with resulting warming of more than 1°C by 2100	• Emissions will continue to increase through the end of the century, with warming of more than 2°C by 2100	• High-growth energy-intensive emissions result in warming of more than 4°C by 2100

Environmental Sustainability

Transition risks are assessed under scenarios that consider the shift towards a low-carbon economy:

Net Zero 2050: An ambitious scenario aiming for net zero CO$_2$ emissions by 2050 through stringent climate policies and innovation.

Current Policies: A scenario reflecting existing climate policies without further strengthening, leading to a global warming of 3°C+ by 2100.

Risks Identified

Physical Risks

Acute risks such as cyclones, floods, and extreme weather events, particularly affecting our operations; chronic risks include rising temperatures and long-term water stress.

● Physical Risks   ● Transition Risks

Flooding
Category - Acute Risks

Risk Level
Medium Risks

Business Impact/Implications

Flooding could cause physical damage to operational infrastructure such as buildings, equipment, power and water supply, vehicles, raw materials and stored products. There may be downtime whilst repairs, maintenance and clearing of floodwater takes place.

Flooding may block key site areas and access routes for materials, goods and site personnel. This could lead to downtime and disruptions to operations and scheduled maintenance.

Wind and Cyclone
Category - Acute Risks

Risk Level
Medium Risks

Business Impact/Implications

Cyclones are expected to pose a high risk to manufacturing.

High wind speeds can cause physical damage to operational infrastructure, such as buildings, equipment, power, water supply, vehicles, raw materials, and stored products.

Drought
Category - Acute Risks

Risk Level
Medium Risks

Business Impact/Implications

Water Stress & Drought could potentially result in shortage of water for our production activities as well as office operations. During times of stress, the high cost of purchasing water would impose an unexpected financial contingency on our business. Additionally, we would also need to calibrate our water use to comply with water restrictions imposed by local and regional authorities in such events.

Extreme Heat
Category - Chronic Risk

Risk Level
Medium to High Risks

Business Impact/Implications

A high Wet- bulb temperature of beyond 35°C leads to loss of productivity due to thermal discomfort, imminent heat strokes or death. Additionally, we also require cooling to avoid product spoilage during formulation stage and raw material transportation and distribution. This would result in high demand for air conditioning in our offices leading to high energy demands.

This in turn culminates in (i) high pressure on the grid leading to disrupted supply of electricity at city or regional level and (ii) high expenses towards increasing demand of electricity/energy impacting our profitability.

Precipitation
Category - Chronic Risk

Risk Level
Medium to High Risks

Business Impact/Implications

Excessive precipitation, including heavy rainfall or prolonged wet conditions, could lead to water ingress and moisture accumulation in operational facilities. This can damage sensitive manufacturing equipment, raw materials, and finished products, particularly those vulnerable to humidity and contamination.

Increased precipitation may disrupt logistics and supply chains by causing road flooding, delays in transportation of raw materials and distribution of finished products, impacting timely deliveries and overall production schedules.

Hail/Thunderstorms
Category - Acute Risks

Risk Level
None

Business Impact/Implications

None of our assessed sites is prone to medium/high risk of Hail/Thunderstorms

Wildfire
Category - Acute Risks

Risk Level
None

Business Impact/Implications

None of our assessed sites is prone to medium/high risk of Wildfires

Cold
Category - Chronic Risks

Risk Level
None

Business Impact/Implications

None of our assessed sites is prone to medium/high risk of Cold

Environmental Sustainability

Transition Risks

These include policy and legal risks, market and economic risks, technology risks, and reputation risks, all of which could impact our business operations and financial performance.

● Physical Risks ● Transition Risks

Policy and Legal Risk

Risk Level
Medium Risks

Business Impact
Emerging carbon-related regulations are expected to have a minimal impact by 2030 but could become significantly more challenging by 2050, as carbon pricing might increase operational costs and raw material expenses. To address these challenges, we are taking proactive steps to decrease both direct and indirect greenhouse gas (GHG) emissions at our Indian facilities, working toward our goal of cutting absolute total Scope 1 and Scope 2 emissions by 42% by FY30 compared to the base year FY23.

Market Risk

Risk Level
Low Risks

Business Impact
Strides recognises the rising costs of electricity and raw materials at local sites, reinforcing the need to shift toward renewable energy. While India's near-term reliance on coal is expected to keep power prices stable in line with Nationally Determined Contribution (NDC) targets, the Net Zero 2050 low-carbon transition scenario projects a sharp rise in energy costs post-2030, driven by reduced coal consumption. These policy changes are likely to affect electricity prices and influence Strides' global operations.

Technology Risk

Risk Level
Medium Risks

Business Impact
Over the past decade, climate-smart technologies gained traction with renewable energy, process optimisation, energy-efficient equipment, and monitoring systems widely adopted. Adapting requires capital investment in equipment, R&D, and workforce training. Transition risks include delays or reduced output, potentially giving competitors cost advantages during adjustment to new energy-efficient and sustainable manufacturing practices.

Reputational Risk

Risk Level
Medium Risks

Business Impact
Climate change poses a potential reputational risk as customer and community views on climate-related issues evolve. Nevertheless, our dedication to reducing greenhouse gas (GHG) emissions and prioritising renewable energy helps address these concerns. We have set clear goals and targets to lower carbon emissions (Scope 1 and 2), reduce water usage, and co-process hazardous waste. In addition, stricter regulations and environmental compliance requirements can result in higher operational costs, potential penalties impacting financial performance.

Physical Risk Adaptation Measures

Strides is implementing a range of adaptation measures to enhance resilience against identified risks:

Infrastructure Resilience | **Energy Efficiency** | **Water Management**

To enhance operational resilience against extreme weather events, the Company prioritises strengthening critical infrastructure and investing in robust, adaptable technologies. Machinery is engineered to endure temperatures up to 50°C, with backups of essential equipment and adequate spare parts maintained to ensure rapid recovery during emergencies.

Advanced drainage systems are in place to effectively manage heavy rainfall, while reliable power backups and diesel generators support continuous operation of key machinery. Workplace environments are designed with open windows, fans, water coolers, and exhaust systems to maintain comfortable conditions. Additionally, selected sites are equipped with solar power plants, further contributing to energy resilience and sustainability.

We are committed to reduce our total absolute Scope 1 and Scope 2 emissions by 42% by FY30 compared to base year FY23. We have taken a Net Zero commitment by FY50. A key focus for Strides this year is its commitment to setting science-based targets for decarbonisation. This initiative aligns with global efforts to limit temperature rise and demonstrates the Company's dedication to reducing its carbon footprint in line with scientific recommendations.

Our renewable energy mix stands at 42.65% in FY25 with our flagship KRSG plant currently at ~87% renewable. KRSG site is converting its boiler fuel from furnace oil to PNG. At our Alathur manufacturing site, we are using sawdust and agricultural waste in our briquette-fired boiler steam production. Additionally, we installed Variable Frequency Drive (VFD) devices to optimise motor efficiency, contributing to reduced operational costs.

As droughts and water scarcity intensify due to climate change, we recognise that some of our sites may face water-related risks disrupting operations and impacting revenues temporarily. To assess these risks, we used the WWF Water Risk analysis at all our sites.

All our manufacturing plants are equipped with Wastewater Treatment Facilities, supported by an in-house Environmental Lab to ensure the quality of treated water before it is used in the non-process uses. We have taken a target to reduce freshwater consumption by 5% or less by FY26 from the baseline FY25 for our India sites.

Metrics and Targets

Reduction of Absolute total Scope 1 and Scope 2 emissions by **42% by FY30** compared to base year FY23

Achieve **Net Zero** by FY50

Environmental Sustainability

Climate Related Management Incentives

Employees are rewarded for their actions and efforts put towards organisations' sustainability initiatives including climate risk management. We have established department-specific sustainability-related KPIs as part of their overall KRAs, ensuring alignment with the organization's sustainability goals and commitments also including key indicators on environmental factors such as water, emissions, energy consumption, etc. When the team successfully manages performance against these KPIs and achieves their yearly goals, it positively impacts their overall annual performance review.

1. MD & Group CEO – 20% of the weightage is assigned to company-wide long-term projects, where Sustainability including climate risk management is a core element. All sustainability initiatives are cascaded to Senior Leadership to share accountability and execution. Furthermore, additional remunerative benefits will be extended to MD & Group CEO and Executive Director based on long-term success of financial performance and success of sustainability project(s). The achievement of the long-term goals are tracked on annual basis by Board and related committee.

2. CXOs – Senior Leaderships' KRAs also have sustainability related deliverables. Chief Sustainability Officer (CSO), Chief Human Resource Officer (CHRO) and Chief Operating officer (COO) have atleast 10% weightage assigned to their respective areas such as efficiency, productivity, social indicators, environment and climate related KPIs. Chief Sustainability Officer is responsible for an overall sustainability oversight leading the project with core sustainability team in the organization.

3. Sustainability Team and relevant Department Heads – Employees of relevant departments such as Sustainability, Facilities & Engineering, HR, EHS, SCM, Manufacturing. etc. have up to 80% linkage to achieving sustainability related KPIs in their goal sheet.

To recognize and encourage the cumulative efforts of employees to achieve company's sustainability goals, we also distribute project specific spot bonuses. Last year, we provided spot bonus and recognition to 40+ employees for their exceptional support on company's sustainability efforts.

Water Management[74]

We conduct comprehensive assessments to improve efficiency of water use in our operations, minimise consumption and enhance wastewater quality. We take decisive actions to minimise water consumption and enhance the quality of wastewater through various initiatives. Setting clear targets for reducing water use guides our efforts towards sustainable water management. Embracing water recycling practices further contributes to our conservation efforts. Additionally, we prioritise awareness training for employees, ensuring they are equipped with the knowledge and skills to actively participate in water efficiency management programmes.

Source[75]	Unit	FY25*#	FY24	FY23	FY22	Y-o-Y
Fresh groundwater	m3	41,094	60,544	59,877	35,580	-32.13%
Municipal water supplies (or from other water utilities)	m3	151,280	143,872	134,901	150,476	5.15%
Total water withdrawal	m3	192,374	204,416	194,778	186,056	-5.89%

Note - *The water consumption data for FY25 excludes the Softgel division at KRSG, which has been demerged into a separate listed entity and no longer forms part of Strides' operations.
To enhance the coverage of the reporting, the energy consumption data for FY25 comprises of all 6 units including the data from the corporate office.

[74]GRI 303-1, 303-2 | [75]GRI 303-3, 303-4, 303-5

Initiatives undertaken towards water management:

1. Water system rejects are recycled in our facilities and used for productive applications along with toilet flushing. This has resulted in the recycling of 10,769 KL of water. In the reporting year. ~47% of water consumed was recycled and reused within our facilities in FY25

2. At our Puducherry plant, treated ZLD received from third-party treatment facilities is reused in cooling towers and utilities 6,006 KL.

3. Strides has implemented a 1,400 KL rainwater harvesting system to recharge groundwater. Three of our sites have rainwater harvesting structures (KRSG, Puducherry, & Chandapura). In FY25, 37,285 KL of rainwater was harvested in our flagship facility in Bengaluru, and 57,581 KL water was harvested in Puducherry.

4. 3 out of 5 manufacturing facilities have in-house water treatment facilities and other 2 facilities are utilising services of 3rd party wastewater treatment facilities.

5. Effluent Treatment Plant & Sewage Treatment Plant treated water is used for inhouse horticulture applications. This reduces our reliance on freshwater and lowers water-related energy consumption.

We have taken a target to reduce freshwater consumption by 5% or less by FY26 from the baseline FY25 for our India sites.

Water Risk Assessment

We did a comprehensive water risk assessment for all of our manufacturing facilities located in India. We used recognised WWF's tool Water Risk Filter to identify and prioritise these risks.

Our assessment covered risk type as physical, regulatory, and reputational issues which further include 12 risk categories such as water scarcity, flooding, management instruments, cultural importance, etc. We took 2020 as our baseline and 2030 & 2050 as future scenarios. Our facilities fall under low to medium risk category for water stress. We are in the process of developing a strategy to address potential future risks, ensuring that our operations continue to grow positively.

Number of Sites by Basin Risk Type

Basin Physical Risk

4

Basin Regulatory Risk

4

Basin Reputational Risk

4

Number of Sites by Operational Risk Types

Operational Physical Risk

1	2	1

Operational Regulatory Risk

2	2

Operational Reputational Risk

1	3

Environmental Sustainability

Waste Water Treatment

All our manufacturing plants are equipped with Wastewater Treatment Facilities, supported by an in-house Environmental Lab to ensure the quality of treated water before it is used in the Facility for horticultural purposes. At our Puducherry site, we utilise the Zero Liquid Discharge (ZLD) facility of our sister firm, M/s Solara Active Pharma, to treat wastewater.

Ongoing Initiatives

Zero Liquid discharge (ZLD) refers to installation of facilities and system which will enable industrial effluent for absolute recycling of permeate and converting solute (dissolved organic and in-organic compounds/salts) into residue in the solid form by adopting method of concentration and evaporation.

Strides KRSG plant is planning to extend the existing wastewater treatment system to meet Zero Liquid Discharge (ZLD) expectations and there by converting the quality of ETP treated water into Utility recycle grade. A new 300 KLD capacity Zero Liquid Discharge under installation. This initiative will cut down the freshwater footprint at the site and create a positive Environment impact.

Waste Management[76]

Our waste management strategy encompasses various key elements to minimise waste generation and promote sustainability. We conduct waste audits to pinpoint areas for improvement, followed by the formulation of action plans with quantified targets to reduce waste. Investing in innovation and R&D helps us continuously improve our waste minimisation efforts.

We provide comprehensive waste reduction training to our employees and integrate recycling programmes to divert waste from landfills. Certification by an independent accredited body ensures the credibility of our waste diversion efforts, further reinforcing our commitment to environmental stewardship.

Category[77]	Unit	FY25*#	FY24	FY23	FY22
Hazardous Waste	Tonnes	585	457	736	430
Non-Hazardous waste	Tonnes	932	253	414	416
Total Waste	**Tonnes**	**1,517**	**710**	**1150**	**846**

Note - *The waste generation data for FY25 excludes the Softgel division at KRSG, which has been demerged into a separate listed entity and no longer forms part of Strides' operations.
To enhance the coverage of the reporting, the energy consumption data for FY25 comprises of all 6 units including the data from the corporate office.

[76]GRI 306-1, 306-2 | [77]GRI 306-3

Waste Management programmes

Yield improvement projects are taken-up across the sites in order to maximise the product yield and thereby reducing the wastage.

In alignment with the principles of circularity, Strides has introduced several programmes focusing on reducing waste generation, promoting recycling practices and minimising the amount of waste being sent to landfills. Majority of the waste generated by Strides' facilities undergoes incineration (~99% hazardous waste) . Of the waste that can be diverted from disposal, our Company works with third-party recyclers to ensure that these waste streams are recycled appropriately . Apart from the hazardous waste which is disposed through incineration, all other waste generated at our facilities is sent for recycling through licensed third-party vendors.

- Every site adheres to a rigorous Standard Operating Procedure (SOP) for managing both hazardous and non-hazardous waste. The site level SOPs covers all critical aspects of hazardous waste life cycle management, including safe segregation and collection with color-coded bags, secure transportation, storage, and disposal through authorised agencies, ensuring full compliance with applicable statutory regulations.

- Biomedical waste disposal practices are in alignment with the regulatory expectations and Bio-Medical Waste Management Rules, 2016.

- We employ a meticulous process for managing expired or rejected chemicals. Using LIMS software, our QC team generates a list of expired chemicals, ensuring they're stored compatibly. EHS team reviews and verifies these chemicals with SDS documentation before labelling them for the scrapyard, and all necessary SDS information is shared with the waste disposal agency for proper clearance.

- Our waste disposal practices prioritise compliance and environmental responsibility. We partner with approved agencies listed in our Environment permit, ensuring no cross-boundary transportation of hazardous waste as per Pollution Control Board guidelines. Hazardous waste disposals at most of the sites happen via an online electronic manifest, with information promptly shared with the Pollution Control Board, and our transportation vehicles are equipped with GPS for tracking. We maintain valid legal agreements with our waste service providers, auditing them every three years to ensure adherence to statutory and company compliance standards.

- At Strides Pharma Science Limited, we are committed to environmental and regulatory compliance, ensuring that all hazardous waste disposal aligns with local, state, and national regulations. Our disposal methods are guided by MoEF&CC (Ministry of Environment Forest & Climate Change), Hazardous Waste Management Rules 2016, and ISO 14001 certification standards. We partner with licensed third-party contractors who adhere to environmental best practices and conduct regular audits to uphold compliance and ensure environmental safety.

Environmental Sustainability

Sustainable Packaging

At Strides, our commitment to sustainable packaging is rooted in using materials responsibly, minimising waste, and conserving resources for the future. Our sustainable packaging initiatives and document proofing systems align with the guidelines of major regulatory agencies, including USFDA, MHRA, TGA, SAPRA, WHO, and CDSCO, ensuring consistent quality and compliance throughout the product lifecycle.

Through our Company's various sustainable packaging initiatives, we have received recognition domestically and internationally - Excellence in Sustainable Packaging Award at India. Significant R&D efforts are directed towards incorporating sustainable packaging principles across our products' life cycle. Some examples of sustainable packaging initiatives are as follows:

Compact Packaging

Optimising primary packaging reduces the total amount of material used. By standardising bottles with minimum wall thickness, weight, and headspace, we have lowered material consumption and eliminated the need for gap fillers in our bottle pack products. This right-sizing and systematic approach have also helped decrease our plastic usage.

- A similar strategy has been applied to blister pack design through right-sizing and structural improvements, including reducing the grammage of foils and films and eliminating unnecessary perforations and stiffeners. Additionally, blister packs have been redesigned with specific features that allow for the removal of paper layers in the Child Resistant (CR) blister foil, which traditionally includes paper as an outer layer.

- In our commercial packaging operations, Strides has proactively reduced the GSM (grams per square meter) of Patient Information Leaflets (PILs) and secondary cartons, significantly cutting down on paper and paperboard consumption. By introducing e-print proofing, e-medication guides, and e-PILs, along with eliminating inner cartons, we are working towards the complete elimination of paper and paperboard usage.

- Strides is also currently exploring various sustainability innovations in reducing amount of plastic usage in CR closures and blister films to make our packaging initiatives more sustainable.

Life Cycle Assessment

At Strides, we initiated the Life Cycle Assessment of one of our key products, Macrogol, to identify the environmental impacts directly attributable to its functioning throughout its life cycle. The rationale for choosing this specific product is that it represents a substantial part of our sales revenue and is also exported to almost all geographies that we operate in. The selected product contributed for 39.25% of our total products by weight which amounts to ~4% of our FY25 consolidated revenue.

The assessment was carried out in accordance with the ISO 14040 (principles and framework for LCA) and ISO 14044 (requirements and guidelines for LCA). It was undertaken to quantify the life cycle greenhouse gas emissions covering cradle to extended gate stages product Macrogol, identify the hotspots and mitigative actions as well as communicate them to the external stakeholders. It is based on credible scientific approach using the SimaPro software to model and simulate the entire lifecycle of products utilising emission factors from Ecoinvent database.

Impact categories covered through this assessment included global warming, stratospheric ozone depletion, terrestrial acidification, freshwater eutrophication, marine eutrophication, human toxicity, terrestrial toxicity, marine toxicity, freshwater toxicity, ozone formation, ionising radiation, particulate matter, land use, water consumption, metal resource scarcity, and fossil resource scarcity. This assessment helps us to understand the impact primarily the global warming for one ton of respective product in the entire value chain ranging from upstream, operational level and downstream operations.

Biodiversity Management

As a Company, we prioritise biodiversity conservation as a key element of our strategy for environmental sustainability and reducing our carbon footprint. It is also integrated in our risk register as a key material issue and forms part of the multi-disciplinary company-wide risk management processes. This commitment is reinforced by our Biodiversity and No-Deforestation Policy, which focuses on protecting local plant and animal life.

We initiated an exhaustive Biodiversity risk assessment for our KRSG, Bengaluru and Puducherry manufacturing sites. Initially, we performed proximity and sensitivity analyses using Google Earth Pro and Arc GIS Software to evaluate biodiversity sensitivity within a 10 km radius around Strides' operations. This involved assessing distances to critical biodiversity areas - such as Key Biodiversity Areas, nationally designated Protected Areas, important species corridors (e.g., Tiger Corridors in India), and threatened species listed on the IUCN Red List, based on available data. Understanding the presence of these species helps gauge the biodiversity sensitivity of the area and its surroundings. The study helped identified KRSG and Puducherry as two sites that need further biodiversity related interventions.[78]

Next, we evaluated the impacts and risks associated with our operations using secondary tools like Exploring Natural Capital Opportunities, Risks, and Exposure (ENCORE) and the WWF Biodiversity Risk Filter (BRF) for these two priority sites. The ENCORE tool helped identify company-level dependencies and impacts on biodiversity and natural resources relevant to Strides Pharma.

The WWF Biodiversity Risk Filter was used to identify site-level physical and reputational risks. This tool guides companies and financial institutions through four key steps - Inform, Explore, Assess, and Act to manage biodiversity risks.

It currently focuses on two main types of biodiversity-related business risks: physical and reputational.

We are in process of implementing the Biodiversity Management plan (BMP) for our high priority sites i.e. KRSG and Puducherry. This is a comprehensive strategy to address and manage biodiversity and habitat-related risks linked to business operations.

▶ [78]GRI 304-1, 304-2

Annexure 1

List of in-scope Entities

1. Strides Pharma Science Limited, India
2. Strides Pharma Global Pte Limited, Singapore
3. Strides Pharma Inc, USA
4. Arco Lab Private Limited, India
5. Strides Pharma UK Limited, UK
6. Strides Pharma International AG, Switzerland (formerly Fairmed Healthcare AG)
7. Universal Brands Limited, Kenya

In addition, we have also covered our partnered facility, Universal Corporation Ltd, Kenya (UCL), which is an Associate Company of the group, for Social parameters reporting

Materiality Issues for Enterprise Value Creation

Particular	Governance
Material Issue	Ethical Corporate Governance
Business Case	• Regulatory Standards: Adhering to local and international rules is essential as oversight from global regulatory bodies grows stronger. • Upholding Reputation: In the pharmaceutical sector, maintaining trust and a solid reputation is crucial. Ethical conduct minimizes the chances of reputational harm arising from poor governance. • Engaging Investors: Investors are placing greater emphasis on ESG factors when making decisions. • Managing Risks: An effective governance structure aids in recognizing and addressing various risks, such as those related to finance, operations, and reputation. • Sustainable Value Growth: Incorporating ESG principles into business strategies supports long-term sustainability objectives, boosting corporate value overall.
Business Impact	Risk
Business Strategies	We have a code of conduct applicable to all employees which capture our commitment towards ethical business. It also mentions the escalation mechanism if an individual wants to raise a concern/ complaint. Additionally, policy on anti-bribery & corruption, human rights, tax, sexual harassment, insider trading, etc. drives strong governance within the organization. At Strides, we have prioritized a board composition that reflects a variety of perspectives, including experts in ESG matters, to develop more thorough governance approaches. Our Risk Management and Sustainability Committee is tasked with overseeing ESG performance and keeping track of its progress. We conducted stakeholder engagement assessments to pinpoint significant ESG issues that are crucial for our business. ESG objectives are integrated into all aspects of our operations, such as supply chain management and environmental sustainability. Additionally, Sustainability risks have been embedded in our enterprise risk management framework, evaluating their potential effects on business activities and our standing in the industry.
Target	To officially incorporate ESG key performance indicators into the internal audit processes of all our major global material subsidiaries.
Target year	2029
Progress	We are currently in the process of gathering and monitoring data on key ESG performance indicators for our material subsidiaries.

Appendix

Annexure 1

Particular	Human Capital Management
Material Issue	Learning and Development and Workforce Diversity
Business Case	Talent Acquisition and Retention: Our comprehensive learning and development framework, along with a diverse team, attracts and retains top talent in a competitive landscape.
	Innovation and Adaptability: A varied workforce provides different perspectives, boosting creativity and problem-solving, which are crucial for innovation in drug development.
	Employee Engagement and Productivity: Committing to employee growth results in higher engagement, lowers turnover, and improves productivity.
	Regulatory Standards and Ethics: A diverse, well-trained team enables Strides to effectively handle complex regulatory environments and maintain high ethical standards.
	Reputation and Brand Value: Our dedication to learning and development is demonstrated by the training hours completed in FY25, as well as our external recognition through awards.
Business Impact	Cost
Business Strategies	At Strides, we have established a comprehensive learning and development framework that encompasses onboarding, technical training, leadership growth, and ongoing educational opportunities.
	We highly prioritize creating an inclusive atmosphere where every employee feels appreciated and respected. Our initiatives involve training on unconscious bias, cultural understanding, and inclusive leadership. We have set clear metrics and targets to monitor our advancement in achieving diversity objectives in hiring, retention, and promotions.
	Additionally, we foster a culture of continuous feedback with regular check-ins and periodic performance reviews that emphasize development and growth.
Target	Our goal is to provide an average of 50 hours of training per full-time employee by FY27. Additionally, we aim to increase the proportion of women in our permanent workforce to 25% by FY30.
Target year	2030
Progress	Proportion of women in permanent workforce has increased to 21% in FY25 from 20% in FY24.

Particular	Risk Management
Material Issue	Risk and Crisis Management
Business Case	• Regulatory Standards: The pharmaceutical sector is subject to extensive regulations. Effective risk management ensures adherence to both local and international standards, mitigating the risk of fines and penalties.
	• Operational Resilience: Our comprehensive ERM framework identifies operational weaknesses, enabling rapid responses to disruptions and ensuring business continuity.
	• Upholding Reputation: By proactively managing risks related to product quality, safety, and ethical issues, we safeguard our company's reputation and brand value.
	• Stakeholder Confidence: Transparent risk management practices, including independent audits, bolster investor trust and can positively influence financial outcomes.
	• Sustainable Growth: Recognizing and addressing risks aids strategic planning and decision-making, allowing the company to confidently explore growth opportunities.
Business Impact	Risk
Business Strategies	We have established systematic procedures to identify and evaluate risks across all areas, including operational, financial, strategic, regulatory, and reputational concerns. The company's defined risk appetite and tolerance levels provide guidance for decision-making and risk management approaches. Considering Risk Management Committee (RMC) has been evaluating Sustainability related risks and supporting Strides on its ESG strategy from time to time, the Committee has been accordingly renamed as **Risk Management and Sustainability Committee (RM&SC)**. The Group Level Steering Committee ensures that risk management is integrated into all business processes, from strategic planning to daily operations, involving all departments.
	We've cultivated a robust risk management culture by organizing training programs to increase awareness of related principles among employees at every level. Moreover, top management is actively involved in reviewing and monitoring risks, demonstrating a strong commitment to the practice and underscoring its significance throughout the organization.
Target	Third party audit of risk management processes- in line with ISO 31000
Target year	2027
Progress	Strides currently have a robust, enterprise-level risk management framework in place, aligned to ISO, COSO standards and other globally recognised frameworks.
	During FY25, Strides made major progress in fortifying its risk management practices. The Company revisited its risk appetite and tolerance thresholds to better align them with its strategic objectives. Consequently, the risk assessment scales were updated to reflect these refined parameters, offering a more accurate evaluation of risks and their potential impacts. It was supported by an update to the enterprise-wide Risk Register, which included a reassessment of existing risk profiles in line with the revised risk appetite, as well as the identification and documentation of new and emerging risks.

Annexure 1

Material Issues for External Shareholders

Indicator	Environmental Sustainability
Material Issue	Environment Policy and Management
Cause of the Impact	Operations, Products/Services
External stakeholder(s)/ impact area(s) evaluated	Environment, Society, Suppliers
Mitigating measures	Communities: Inadequate environmental management, such as unchecked industrial emissions, can worsen health problems in nearby communities. On the other hand, focusing on environmental sustainability can enhance our relationship with local communities, fostering trust and cooperation. Environment and Biodiversity: Poor handling of carbon emissions leads to ecosystem damage and a decline in natural resources, which can affect operational efficiency. By committing to responsible environmental management, we contribute to global efforts to achieve climate goals and support long-term ecological stability. With increased attention on managing environmental impacts, failing to effectively control our emissions could lead to a loss of stakeholder trust and harm our business reputation. To mitigate the impact, we have made significant strides to strengthen our environmental management system by developing a Decarbonization Strategy, conducting a Physical climate risk assessment (CRA) for Indian facilities, performing a Product Life Cycle Assessment of one major product (macrogol), and carrying out an exhaustive biodiversity risk assessment for our KRSG and Puducherry facilities. We have committed to Science Based Target initiatives. This further signifies our intent to drive our operations responsibly while ensuring continuous profitability.
Targets	• Reduction of absolute total Scope 1 and Scope 2 emissions by 42% by FY2030 compared to base year FY2023. • Achieve Net Zero by FY2050
Type of impact	Positive and Negative
Output Metric	• Reduction in scope 1 and 2 emissions • Change in Scope 3 emissions • Avoided CO2 Emissions
Impact Valuation	Improved quality of air and other available natural resources
Impact Metric	- Increase in Renewable Energy - Decrease in GHG reduction

Indicator	Product Quality and Safety
Material Issue	Product Quality
Cause of the Impact	Operations, Products/Services
External stakeholder(s)/ impact area(s) evaluated	Society, Consumers
Mitigating measures	As a pharmaceutical company, high quality and safe products form the cornerstone of our business model. In the absence of safe medicines, there may be an increasing adverse impact on human life. Further, Failure to provide high quality and safe medicines can disrupt the supply of life saving medications and cessation of product approvals from concerned sites. At Strides, we have a comprehensive Quality policy and Quality Management Systems in place. They allocate resources, oversee production, ensure products are delivered on time. Moreover, the Board Level Risk Management Committee oversees the mitigation of quality risks. Project RISE: Flagship programme to drive a culture of quality across the organization. Stands on the four fundamental pillars: Quality culture, Product robustness, Method robustness and Investigation excellence. The project aimed at instilling a deep sense of responsibility in employees and take full accountability for the quality of their work. We use a variety of technologies, including digital transformation, data analytics, business intelligence, robotic process automation (RPA), virtual reality tools, and artificial intelligence, to improve accuracy in pharmaceutical production and greatly reduce error rates. In FY 2024-25 we completed 19 regulatory inspections at our sites in India and abroad, conducted by top health authorities such as USFDA, ANVISA, EU GMP, MHRA, and TGA. All inspections concluded without major issues or the need for official action.
Targets	• Expand the principles and approach of Project RISE to all Strides facilities in India • Continue to ensure zero class I product recalls
Type of impact	Negative
Output Metric	• 100% compliance with product quality norms • Zero class I recalls in the last 4 years
Impact Valuation	Improved health and well-being
Impact Metric	No. of Product Recalls

Embedding sustainability in accountability and performance - Linked Sustainability is fully integrated into leadership and departmental KRAs. MD & Group CEO, Executive Director, CSO, CHRO, and COO have ESG-linked KPIs covering governance, human capital, learning, and risk management, tied to performance and incentives. Relevant teams members' have up to 80% of their goals linked to sustainability targets, with spot bonuses awarded for exceptional project delivery.

Annexure 1

IFRS S2 (TCFD) INDEX

Principle	Recommended Disclosures	Report Section	Page Number
Governance Disclose the Company's governance around climate-related risks and opportunities.	Describe the board's oversight of climate related risks and opportunities.	Environmental Sustainability: Climate Change Governance Mechanism	174
	Describe management's role in assessing and managing climate-related risks and opportunities.	Environmental Sustainability: Climate Change Governance Mechanism	174
Strategy Disclose the actual and potential impacts of climate related risks and opportunities on the Company's business, strategy, and financial planning where such information is material.	Describe the climate-related risks and opportunities the Company has identified over the short, medium, and long term.	Environmental Sustainability: Climate Risk Assessment, Risks Identified	174
	Describe the impact of climate-related risks and opportunities on the Company's business, strategy, and financial planning.	Environmental Sustainability: Climate Risk Assessment, Risks Identified	176-178
	Describe the resilience of the Company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Environmental Sustainability: Climate-related Scenario Analysis	175-176
Risk Management Disclose how the Company identifies, assesses, and manages climate related risks.	Describe the Company's processes for identifying and assessing climate-related risks.	Environmental Sustainability: Identifying and Assessing Climate-Related Risks	175
	Describe the Company's processes for managing climate-related risks.	Environmental Sustainability: Identifying and Assessing Climate-Related Risks	175
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.	Environmental Sustainability: Identifying and Assessing Climate-Related Risks	175
Metrics and Targets Disclose the metrics and targets used to assess and manage relevant climate related risks and opportunities where such information is material	Disclose the metrics the Company uses to assess climate-related risks and opportunities in line with its strategy and risk management process.	Environmental Sustainability: Decarbonization Strategy, Metrics and Targets	171 179
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Environmental Sustainability: Decarbonization Strategy	171
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Environmental Sustainability: Metrics and Targets	179

Key Financial Metrics

A. Key other financial Metrics

Description	FY 25
Payments to providers of capital	**A. Dividend flow-out to shareholders of Strides Pharma Science Limited, India** • Flow-out including tax in FY25 for FY24 • Flow-out including tax in FY 26 for FY25 **B. Interest Cost** ₹ 3,057 Mn
Payment to Government	₹ 466 Mn
Financial Investments received from the government	₹ 300 Mn*

*Strides Pharma Science Limited filed an application under the Production Linked Incentive ('PLI') Scheme for Pharmaceuticals approved by the Government of India and has received an incentive amounting to ₹ 300 Mn for FY 2023-24 in FY 2024-25.

Note: Conversion rate:

₹ to USD is 85.46

₹ to EUR is 92.43

₹ to GBP is 110.40

> [1]GRI 201-1, 201-4

Annexure 2

Tax Information of Subsidiaries

Particulars	Amount (₹) Mn
Cash taxes paid	637
Less: tax refund received	1,043
Net tax paid/(refund)	407

Name of the Company	Country of incorporation	Number of full-time employees as at March 31, 2025	Revenue	Profit before tax	Provision for tax as per Finacial statement	Income tax paid (in ₹)	Tax refund Received	Conversion rate	Currency	Effective shareholding as at March 31, 2025	Relationship
Strides Pharma Science Limited	India	2,822	21,856	781	189	174	1,038	1	INR	Public Company, listed in BSE and NSE, India	Listed Company
Neviton Softech Private Limited	India	139	279	59	16	14	5	1	INR	50.00%	Subsidiary
SVADS Holdings SA	Switzerland	-	18	4	4	1	-	95.41	CHF	100.00%	Wholly owned Subsidiary
UCL Brands Limited	Kenya	20	462	76	-60	-	-	0.65	KES	51.00%	Subsidiary
Strides Pharma Global Pte Ltd	Singapore	3	19,764	1,778	233	161	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides CIS Limited	Cyprus	-	-	1	-	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Pharma (Cyprus) Limited	Cyprus	13	1,419	149	25	27	-	90.65	EUR	100.00%	Wholly owned Subsidiary
Arco Lab Private Limited	India	479	1,615	109	30	47	0	1	INR	100.00%	Wholly owned Subsidiary
Strides Nordic ApS	Denmark	4	693	-69	-15	-	-	12.16	DKK	100.00%	Wholly owned Subsidiary
Strides Netherlands B.V.	Netherlands	-	62	-16	-2	-	-	90.65	EUR	100.00%	Wholly owned Subsidiary

GRI 207-4

Name of the Company	Country of incorporation	Number of full-time employees as at March 31, 2025	Revenue	Profit before tax	Provision for tax as per Finacial statement	Income tax paid (in ₹)	Tax refund Received	Conversion rate	Currency	Effective shareholding as at March 31, 2025	Relationship
Strides Pharma UK Ltd (SPUK) (refer Note 4 below)	UK	25	4,235	421	122	-	-	108.11	GBP	100.00%	Wholly owned Subsidiary
Trinity Pharma Proprietary Limited	South Africa	53	2,252	81	24	22	-	4.64	ZAR	51.76%	Subsidiary
Strides Pharma Inc.	USA	207	24,965	696	151	187	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Lifesciences Limited	Nigeria	5	22	-29	0	-	-	0.05	NGN	100.00%	Wholly owned Subsidiary
Strides Pharma Global (UK) Ltd.	UK	-	0	6	-	-	-	108.11	GBP	100.00%	Wholly owned Subsidiary
Strides Arcolab International Ltd. (SAIL UK)	UK	-	10	-332	-83	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Pharma International Limited	Cyprus	-	-	-13	-	3	-	84.61	USD	100.00%	Wholly owned Subsidiary
Altima Innovations, Inc.*	USA	-	-	-	-	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Apollo Life Sciences Holdings Proprietary Limited	South Africa	-	-	0	0	-	-	4.64	ZAR	51.76%	Subsidiary
Generic Partners UK Limited**	UK	-	-	-41	-	-	-	108.11	GBP	100.00%	Wholly owned Subsidiary
Neviton Technologies Inc.	USA	-	-	-3	-	-	-	84.61	USD	50.00%	Subsidiary
Strides Pharma (SA) Proprietary Limited	South Africa	1	792	48	-	-	-	4.64	ZAR	51.76%	Subsidiary
Strides Consumer LLC	USA	-	-	-5	-	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Global Consumer Healthcare Limited	UK	-	4	-80	-	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Pharma Asia Pte. Limited	Singapore	-	4	0	-	-	-	84.61	USD	100.00%	Wholly owned Subsidiary
Strides Pharma International AG	Switzerland	5	2,353	19	-	-	-	90.65	EUR	100.00%	Wholly owned Subsidiary
Beltapharm S.r.l.	Italy	41	780	-90	-	-	-	90.65	EUR	97.94%	Subsidiary

GRI 207-4

Annexure 2

Name of the Company	Country of incorporation	Number of full-time employees as at March 31, 2025	Revenue	Profit before tax	Provision for tax as per Financial statement	Income tax paid (in ₹)	Tax refund Received	Conversion rate	Currency	Effective shareholding as at March 31, 2025	Relationship
Fairmed Healthcare GmbH	Germany	15	1,083	-25	-	-	-	90.65	EUR	100.00%	Wholly owned Subsidiary
Strides Pharma Canada Inc.	Canada	4	135	-32	-	-	-	60.61	CAD	100.00%	Wholly owned Subsidiary
Strides Consumer Pvt Ltd	India	1	35	4	-	-	-	1	INR	100.00%	Wholly owned Subsidiary
Tax credit on account of Consol adjustments					140.06						
Total Tax Cost as per Consolidated financial statement					775.16						

Notes:

1. Taxes paid, and refunds have been considered basis the actual outflow/ inflow within the cut-off date of March 31, 2025. Any outflow or inflow post such date in relation to the subject year will be considered in the subsequent financial year in which such payment is done;

2. Refund details provided does not include the interest component since the same is in the nature of interest income and not refund of taxes paid;

3. Conversion rate considered is basis the average rate for FY 2024-25 considered for financial reporting;

4. Under the group relief, loss of SAIL UK is adjusted against the taxable income of SPUK. Hence, there is no requirement for payment of tax

* Voluntarily dissolved effective August 13, 2024

** Voluntarily dissolved effective March 18, 2025

GRI 207-4

Annexure 3

ESG Databook FY25

We provide an accurate and transparent account of our Company's sustainability data that is material to our business through this Environmental, Social and Governance (ESG) Databook. This Databook presents the key performance indicators of Strides across material business categories, reflecting our commitment to disclose the impacts of our business responsibly.

For certain ESG data parameters, we have limited the information to operations within India (including environmental performance data). In this ESG Data Book, we disclose relevant financial and non-financial information (including historical figures in some cases) that we consider to be of material significance to our stakeholders.

The reported data reflects the ESG priorities of the organisation and are aligned with the Global Reporting Initiative (GRI) and Dow Jones Sustainability Index (DJSI). All reported data is as of and for the fiscal year ended March 31, 2025.

Scope of Data Reporting

ESG Databook Section	Type of Scope Specified	Description
Every data table defines the scope of coverage in the title, unless otherwise specified.	In scope entities	In-scope entity is inclusive of:
		1. Strides Pharma Science Limited, India
		2. Strides Pharma Global Pte Limited, Singapore
		3. Strides Pharma Inc, USA
		4. Arco Lab Private Limited, India
		5. Strides Pharma UK Limited, UK
		6. Strides Pharma International AG, Switzerland (formerly Fairmed Healthcare AG)
		7. Universal Brands Limited, Kenya
	UCL	Universal Corporation Ltd., Kenya (UCL)
	India	For only Indian Operations

Annexure 3

Economic & Governance Performance

Scope for Economic & Governance Performance is In-scope entities, unless otherwise specified below.

Economic value

Category	Unit	2024-25
Total revenue	Million INR	46,240.57*
Operating Cost	Million INR	9,198.00
Total employee-related expenses (salaries and benefits)	Million INR	8,628.00
Payments to providers of capital	Million INR	3,057.00#
Payment to the government(s)	Million INR	466.00
Community investments	Million INR	55.09
Economic Value distributed	Million INR	21,404.09
Economic value retained	Million INR	24,836.48

*consolidated revenue including other income
#includes dividend and finance cost

Philanthropic contributions, Business ethics & Political Contributions

Category	Unit	2024-25
CSR expense*	Million INR	55.09
Community investments*	% of total CSR spend	100%
Political contributions[1]	Million INR	0

*only in India

➤ GRI 415-1

Fines/Settlements/Complaints related to anti competition, anti-corruption and bribery

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fines or settlements related to anti-competitive practices	Million INR	0	0	0	0
Fines as % of total revenue	%	0	0	0	0
Confirmed cases of corruption and bribery	No.	0	0	0	0

➤ GRI 206-1

Contributions towards Policy Influence, Lobbying & Trade Associations

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total Contributions towards Lobbying, interest representation or similar	INR	536,886.67	672,426.54	351,346.27	371,623.13
Total Contribution towards Trade associations or tax-exempt groups (including membership fees)	INR	814,484.00	2,153,269.00	685,260.00	331,272.00
Local, regional or national political campaigns / organisations / candidates	INR	0	0	0	0
Total contributions	INR	13,51,370.67	2,825,695.54	1,036,606.27	702,895.13

Note - Cumulative total for all in-scope entities and UCL. The amount has been converted into INR using the conversion rate as of March 31, 2025.

Breaches & Incidents

Category	Unit	2024-25
Ongoing investigations related to anti-competitive practices	No.	0
Current involvement in any ongoing corruption and bribery cases	No.	0
No. of incidents of discrimination and harassment *	No.	1*
Number of incidents of conflicts of interest	No.	0
Number of incidents of insider trading	No.	2#
Number of incidents of money laundering	No.	0
Total no. of information security breaches	No.	0
Complaints concerning breaches of customer privacy and losses of customer data	No.	0
Incidents of Non-compliance concerning the health and safety impacts of products and services (on customers)	No	0

*One complaint of sexual harassment was received and resolved within the timeline prescribed by law

#There were two instances of inadvertent violations; appropriate actions were taken and reported to concerned stock exchanges as prescribed by law

➤ GRI 205-3, 206-1, 406-1, 418-1

CEO-to-Employee Pay Ratio

Indicator	2024-25
Please indicate the total annual compensation of the CEO (or any equivalent position): Total compensation includes fixed and variable compensation as well as all other parts of compensation which are required to be included in total remuneration reporting according to national accounting standards	58,100,000
Please indicate median annual compensation of all employees, except the Chief Executive Officer (or any equivalent position)*	1,661,439
The ratio between the total annual compensation of the CEO and the mean or median employee compensation: CEO compensation divided by the mean or median employee compensation	34.97
The currency used in the table:	INR

*for all in-scope entities and UCL

Annexure 3

Management Ownership

Position	Name	Multiple of base salary[6]
Group CEO and Managing Director*	Badree Komandur & Arun Kumar	21.74
Group CFO and COO, who are part of Executive Committee	Vikesh Kumar (Group CFO) & Ramaraju PVS (COO)	0.89

*Note: As part of the succession and re-organisation plan, Mr. Arun Kumar, who was the Executive Chairperson and Managing Director of Strides, passed the baton to Mr. Badree Komandur, effective June 1, 2024. As a good governance practice, the roles of Executive Chairperson & Managing Director were split, and Badree was appointed as the Managing Director & Group CEO, while Arun continued to be the Executive Chairperson of the Company. During the year, Arun continued to drive the long-term strategy and vision of the Company, mentor senior management, including Badree, and build talent within the organisation.

During the said period, Badree continued to report operationally to Arun. Accordingly, both Arun and Badree's remuneration is considered for calculating CEO's company shares.

Effective April 5, 2025, Arun transitioned into a non-executive role and was appointed as Non-Executive Chairperson of the Company.

Membership Associations (India)

Employee Category[12]	Details 2024-25	
List of industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	United Nations Global Compact - India Chapter	Karnataka Drugs & Pharmaceutical Manufacturers Association
	Bombay Chamber of Commerce and Industry	Confederation of Indian Industry (CII)
	Bangalore Chamber of Industry and Commerce	

> GRI 2-28

Suppliers and Procurement Spend

Category	Unit	2024-25
Total suppliers	No.	2,130
Total Critical Suppliers	No.	767
Total Non-Critical Suppliers	No.	1,363
Total procurement spends	Million INR	16,994
Proportion of spending on local suppliers	%	73% (₹12,472 Mn)

> GRI 204-1

Suppliers Screening

Supplier Screening	Unit	2024-25
Total number of Tier-1 suppliers	No.	930
Total number of significant/critical suppliers in Tier-1	No.	411
% of total spend on significant/critical suppliers in Tier-1	%	75%
Total number of significant/critical suppliers in non-Tier-1	No.	73

Supplier Assessment and/or Development

Category	Unit	FY 2024-25	Target
Total number of suppliers assessed via desk assessments/on-site assessments	No.	33	45
Number of suppliers assessed with substantial actual/potential negative impacts	No.	0	
% of suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	%	0	
Number of suppliers with substantial actual/potential negative impacts that were terminated	No	0	
New suppliers that were screened using environmental criteria	%	100	
New suppliers that were screened using social criteria	No.	NA	-

> GRI 414-1, 414-2, 308-1

Supplier Capacity-Building Programs

Capacity building programs	Unit	FY 2024-25	Target
Total number of suppliers in capacity-building programs	No.	38	50
% of unique significant suppliers in capacity building programs	%	68%	-

Tax Strategy and Governance

We have a publicly available, group-wide tax policy covering the following elements	
A commitment to compliance with the spirit as well as the letter of the tax laws and regulations in the countries in which the company operates.	Yes
A commitment not to transfer value created to low-tax jurisdictions	Yes
A commitment not to use tax structures without commercial substance	Yes
A commitment to undertake transfer pricing using the arm's length principle.	Yes
A commitment not to use secrecy jurisdictions or so-called "tax havens" for tax avoidance	Yes
An approval process of the tax policy by the board of directors.	Yes

> GRI 207-1, 207-2, 207-3

Annexure 3

Tax Reporting

Yes, we publicly report on the following for each tax jurisdiction in which we operate	
Names of all the resident entities	Yes
Primary activities	Yes
Number of employees	Yes
Revenue	Yes
Profit (Loss) before tax	Yes
Income tax accrued (current year)	Yes
Income tax paid	Yes

Financial reporting	FY 2024-25	FY 2023-24
Earnings before Tax (INR Million)	4,204.23	1,282.20
Reported Taxes (INR Million)	775.16	291.12
Effective Tax Rate (in %)	18.44%	22.70%
Cash Taxes Paid (INR Million)	636.51	353.46
Cash Tax Rate (in %)	15.14%	27.57%

Note: For the purposes of determining the Effective Tax Rate (ETR), the profits before following has been considered as Earning before tax:

I. Exceptional items,

II. Share of profits from Joint Ventures or Associates, and

III. Tax expense

Financial assistance received from the Government

Total Monetary assistance received from any government during the reporting period (INR Mn.)

Any Tax relief and Tax credits	-
Any subsidies received by Strides	-
Any investment grants, research and development grants, and other relevant types of grants	-
Any financial awards or royalty holidays	-
Any financial assistance from Export Credit Agencies (ECAs)	-
Any financial incentives	-
Any other financial benefits received or receivable from any government for any operation	INR 300.00 Mn. **
Is any government entity present in Strides' shareholding structure? If so, what is the extent?	0.01%

** Strides Pharma Science Limited filed an application under the Production Linked Incentive ('PLI') Scheme for Pharmaceuticals approved by the Government of India. The Scheme was notified vide Gazette Notification No.31026/60/2020-Policy-DoP dated 3rd March 2021. Pursuant to such an application, Strides Pharma Science Limited has received an incentive amounting to INR 300 Mn for FY 2023-24 in FY 2024-25.

Further, Strides Pharma Science Limited has filed an application on June 14, 2025, making a claim of INR 355 Mn for FY 2024-25. Post verification of the claim, such would be disbursed during FY 2025-26

▶ GRI 201-4

Research & Development

Category	Unit	2024-25	2023-24
R&D spending	₹ million	741.64	663.90
R&D spending as a percentage of sales/revenue	%	1.62%	1.71%
No. of R&D FTEs	No.	226	176

Product Recall, Regulatory Inspection & Warning Letters

Category	Indicator	FY2025	FY2024	FY2023	FY2022	FY2021
Class I Recalls	Number of Class I recall (or equivalent)	0	0	0	0	0
	Total value of recalled products (USD million)	0	0	0	0	0
Class II Recalls	Number of Class II recall (or equivalent)	0	2	1	2	2
	Total value of recalled products (USD million)	0	0.03	0.01	6.31	0.27

Category	Indicator	FY2025	FY2024	FY2023	FY2022	FY2021
Regulatory agency inspections	No. of inspections	19	1	3	1	0
Form 483 observations (or equivalent)	Number of Form 483 Observations (or equivalent)	2	0	8	0	0
	Annual revenues generated from the affected facilities	0	0	0	0	0
	Annual revenues impacted by production stoppages.	0	0	0	0	0
FDA Warning Letters (or equivalent)	Number of FDA Warning Letter	0	0	0	0	0
	Annual revenues generated from the affected facilities.	0	0	0	0	0
	Annual revenues impacted by production stoppages.	0	0	0	0	0

Incident of non-compliance in FY 2024-25

Non-Compliance Issues	No. of Cases
Health and safety impacts of products and services	0
Product and service information and labelling	0

▶ GRI 416-1, 416-2

Annexure 3

Social Performance

Workforce

Scope for Social Performance data tables is In-scope entities & UCL, unless otherwise specified.

Employee Category	FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total
Leadership Tier*	14	5	19	17	5	22
Top Tier**	35	3	38	34	3	37
Senior Management	112	25	137	98	26	124
Middle Management	463	109	572	438	90	528
Junior Management plus associates and trainees	1,238	511	1,749	1,120	448	1,568
Field Employees	0	0	0	0	0	0
Permanent Employees (1)	**1,862**	**653**	**2,515**	**1,707**	**572**	**2,279**
Full-time workers	1,068	107	1,175	1,048	98	1,146
Permanent Workers (2)	**1,068**	**107**	**1,175**	**1,048**	**98**	**1,146**
Total Permanent workforce (1+2) (A)	**2,930**	**760**	**3,690**	**2,755**	**670**	**3,425**
Executives on Contract	383	138	521	372	130	502
Non-Permanent Employees (3)	**383**	**138**	**521**	**372**	**130**	**502**
Contractual Labour	946	614	1,560	1,098	731	1,829
Non-Permanent Workers (4)	**946**	**614**	**1,560**	**1,098**	**731**	**1,829**
Total non-permanent workforce (3+4) (B)	**1,329**	**752**	**2,081**	**1,470**	**861**	**2,331**
Total Workforce of in-scope entities and UCL (A+B)	**4,259**	**1,512**	**5,771**	**4,225**	**1,531**	**5,756**

> GRI 2-7, 2-8, 405-1 | *Leadership Team includes All CXOs and Functional Heads | **Top Tier is for each in-scope entities and UCL

Workforce Breakdown: Gender (Across Levels & Functionality)

Category	FY 2024-25	FY 2023-24	Target for 2030
Share of women in workforce (as % of total / fulltime global workforce)	20.60%	19.6%	25.0%
Share of women in junior management positions i.e. first level of management	27.56%	25.6%	30.0%
Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions	14.04%	13.6%	25.0%
Share of women in all management positions, including junior, middle, and top management	22.54%	18.6%	25.0%
Share of women in management positions in revenue-generating functions (e.g. sales)*	22.49%	17.6%	30.0%
Share of women in STEM-related positions	25.92%	25.6%	35.0%

*Since Arcolab is a Global Capability Centre (GCC), all functions except the STEM functions of Arcolab are considered as revenue generating functions

Workforce Breakdown by Other Categories

Category	As a Percentage	2024-25	2023-24	Target for 2030
People with disabilities	as a % of the total workforce	0	0	1% of corporate roles
LGBTQI+	as a % of the total workforce	0	0	

Workforce Breakdown by Contractual Workers & Global Workforce

Category	Breakdown	Unit	FY 2024-25	FY 2023-24
Contractual Workers	Total	No	1,560	1,829
Workforce global	<30	No.	1,302	1,947
	30-50	No.	2,025	3,351
	>50	No.	315	364
	Not Disclosed	No.	48	94

Workforce Breakdown: Nationality

Nationality	Share in total workforce (as % of total workforce)	Share in all management positions, including junior, middle and senior management (as % of total management workforce)
India	90.32%	91.90%
USA	4.93%	3.19%
Kenya	3.60%	2.13%
Germany	0.41%	1.14%
United Kingdom	0.41%	1.06%
South Africa	0.03%	0.08%
Singapore	0.03%	0.08%
Others*	0.27%	0.49%
Total	**100.0%**	**100.0%**

*Other includes Switzerland, Iceland, Venezuela, Lithuania, Israel, Nepal, Italy, Canada, Ecuador, Latvia

> GRI 202-2

Annexure 3

New employee hires by Gender and Age (No.)

Category	Employees	FY 2024-25	FY 2023-24
Total New employee hires	**Male**	**586**	**528**
	Female	**211**	**181**
	<30	**557**	**460**
	30-50	**208**	**228**
	>50	**20**	**15**
	Not disclosed	**11**	**6**
Top management (Leadership + Top Tier)	Male	5	4
	Female	0	0
	<30	0	0
	30-50	4	3
	>50	1	1
	Not Disclosed	0	0
Senior management	Male	17	
	Female	0	2
	<30	0	0
	30-50	14	20
	>50	2	2
	Not disclosed	0	0
Middle management	Male	61	85
	Female	24	19
	<30	13	16
	30-50	60	82
	>50	1	4
	Not disclosed	11	2
Junior management	Male	475	406
	Female	181	159
	<30	530	442
	30-50	114	118
	>50	12	2
	Not disclosed	0	3
Permanent Workers	Male	28	13
	Female	6	1
	<30	14	2
	30-50	16	5
	>50	4	6
	Not disclosed		1

> GRI 401-1

Positions filled internally & Average hiring cost

Scope: In-scope entities and UCL

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Percentage of open positions filled by internal candidates (internal hires)	%	6.65%	3.19%	10.08%	6.76%
Percentage of open positions filled	%	81.00%	75.00%	68.00%	NA
Average hiring cost/FTE	INR	48,280	52,124	168,990	70,655
New employee hires	No.	797	709	535	814

Note - For the percentage of open positions filled by internal hires, the 2025 figure includes all instances where employees have undergone a functional role change within the organization.

> GRI 401-1

Gender-pay indicators

Employee level	Unit	2024-25	
		Average Female Salary	Average Male Salary
Executive level (Leadership Tier) (base salary only)	Million INR	10,444,560	22,490,686
Executive level (Leadership Tier) (base salary + other cash incentives)	Million INR	12,644,560	28,705,376
Management level (base salary only)	Million INR	2,494,071	2,464,137
Management level (base salary + other cash incentives)	Million INR	2,760,360	2,759,784
Non-management level	Million INR	1,011,835	951,898
Mean gender pay gap	%	23%	
Median gender pay gap	%	21%	
Mean bonus gap	%	50%	
Median bonus gap	%	41%	

Gender Pay Gap Analysis by Employee Category FY 2024-25

Employee category[17]	Ratio of basic salary of female to male employee (%)	Ratio of total remuneration of female to male employee (%)
Top Management	54%	53%
Senior Management	138%	137%
Middle Management	128%	129%
Junior Management + Associates & Trainees	108%	108%
Permanent Workers	168%	167%

> GRI 405-2

Annexure 3

Employee turnover rate Gender, Age & Management Level

Category	Employees	2024-25 (%)		2024-2025 (No.)		Total Employees
		Voluntary	Total	Voluntary	Total	
Top Management (Leadership + Top Tier)	Male	2%	4%	1	2	49
	Female	0%	0%	0	0	8
	<30	0%	0%	0	0	0
	30-50	3%	3%	1	1	30
	>50	0%	5%	0	1	21
	Not disclosed	0%	0%	0	0	9
Senior management	Male	13%	12%	14	13	112
	Female	4%	4%	1	1	25
	<30	0%	0%	0	0	1
	30-50	16%	16%	13	13	80
	>50	4%	2%	2	1	45
	Not disclosed	0%	0%	0	0	8
Middle management	Male	13%	14%	59	63	463
	Female	13%	16%	14	17	109
	<30	11%	11%	4	4	35
	30-50	13%	14%	61	66	473
	>50	13%	18%	5	7	40
	Not disclosed	13%	13%	3	3	24
Junior management	Male	20%	22%	242	270	1,238
	Female	16%	18%	80	92	511
	<30	20%	23%	217	244	1,068
	30-50	16%	18%	99	109	622
	>50	8%	13%	4	7	52
	Not disclosed	29%	29%	2	2	7
Permanent Workers	Male	1%	2%	7	20	1,068
	Female	0%	1%	0	1	107
	<30	1%	2%	2	3	198
	30-50	0%	1%	3	9	820
	>50	1%	6%	2	9	157
	Not disclosed	0%	0%	0	0	0

GRI 405-2, 401-1

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Voluntary turnover rate	%	11%	12%	21%	16%
Total employee turnover rate	%	13%	13%	27%	19%
Data coverage (as % of all FTEs globally)	%	100%	100%	100%	100%

Training man-hours

Category	Average Hours (2024-25)		Head Count		Total Hours	
	Male	Female	Male	Female	Male	Female
Top Management (Leadership + Top Tier)	45.22	46.63	49	8	2,216	373
Senior Management	81.49	87.99	112	25	9,127	2,200
Middle management	71.11	48.34	463	109	32,922	5,269
Junior management	38.37	39.09	1,238	511	47,501	19,974
Other employees (non-executive) (contractual)	6.82	7.53	383	137	2,610	1,032
Permanent workers	8.49	8.73	1,068	107	9,070	934
Contract workers	2.85	6.03	946	614	2,693	3,705

Average Hours & Amount Spent on Training & Development

Category	FY 2024-25
Average hours per FTE of training and development	35.12
Total amount spent on training and development (INR)	41,632,604
Average amount spent per FTE on training and development (INR)	11,283
Data coverage as % of global FTEs	100%

GRI 404-1

Employees receiving performance and career development review

Category	FY 2024-25
Total Permanent Employees	3,690
Employees Eligible for Performance Appraisal	1,886
Percentage of Eligible Employees receiving performance appraisal	100%

GRI 404-3

Annexure 3

Long Term Incentives for Employees

Type of Long-Term Incentive	Type of Employees the program applies to	No. of years for employee pay out	% of company's workforce at and below senior management level that the program applies to	Number of company's workforce below senior management level that the program applies to	Does the company have targets associated with sustainability performance
Retention Pay Program - To incentivize employees to stay with the company for a certain period of time. The main objective is to reduce turnover and retain key talent within the organization.	Applicable to senior management level and below	2 years	58%	73	Yes. Certain employees have been identified to mandatorily include Sustainability-Linked KPIs as part of their overall KRAs, ensuring alignment with the organization's sustainability goals and commitments.

Note: Number of employees below senior management level (max. two levels from the CEO) that this program applies to: 58% are eligible for the retention pay program below N-2 level from the CEO i.e. 2144 out of 3690 employees (Top management is not included as they are at or above N-2 level from the CEO and trainees/trainee executive & SMTs are not eligible for the long-term incentives).

The retention-based rewards were given to 73 employees below N-2 level from CEO in FY25

Parental leave (Permanent employees)

Category	FY 2024-25 Male	FY 2024-25 Female	FY 2024-25 Male	FY 2024-25 Female
Employees entitled to parental leave	2,930	760	2,755	670
Employees that took parental leave	134	36	129	42
Employees that returned to work in the reporting period after parental leave ended	134	36	129	40
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	129	34	129	40
Rate of return to work that took parental leaves	100%	100%	100%	95%
Retention rate of employees that took parental leave	96%	94%	100%	95%

> GRI 401-3

Employee Support Programmes	Unit	Description
Paid parental leave for the primary caregiver	No. of weeks	26 weeks + 4 additional weeks
Paid parental leave for the non-primary caregiver	No. of weeks	1 week

Employee Benefits

Category/types of benefits provided	2024-25 Permanent employees	2024-25 Temporary employees	Comments
Life insurance	Yes	No	-
Health care	Yes	Yes	-
Disability	No	No	-
Parental leave (maternity leave or paternity leave)	Yes	Yes	-
Marriage leave (additional to normal leaves allotted)	No	No	-
Bereavement leave (additional to normal leaves allotted)	Yes	No	Applicable in US and UK
Leave for Haj (additional to normal leaves allotted)	No	No	-
Leave for baptism (additional to normal leaves allotted)	No	No	-
Leave for circumcision ceremony (additional to normal leaves allotted)	No	No	-
Retirement provision	Yes	No	-
Stock ownership	Yes	No	-
Transportation	Yes	No	-
Housing	Yes	No	-
Food allowance	Yes	Yes	
Extra paid holidays	Yes	Yes	
Citizenship leave	No	No	
Car lease	Yes	No	
Sabbatical	No	No	Provided on case-by-case basis
Gender reassignment leave	No	No	
Family treatment leave	Yes	No	Applicable in US and UK
Fertility treatment leave	No	No	
Learn while you can	Yes	No	

> GRI 401-2
> GRI 201-3

Annexure 3

Employee Engagement

Indicator	Unit	FY 2024-25	FY 2023-24	FY 2022-23
Overall Employee Net Promoter Score (eNPS) for FY 2024-25		82.44%	82.09%	79.36%
Data coverage	% of employees who responded to the survey	69%	66%	65%

Target for FY26 - 85%

Note: For FY22-23 only India operations were considered, coverage has been expanded from FY24 onwards.

Employee Development Program (India)

Description	LEAP (Leadership Empowerment & Acceleration Program)	Grassroots Talent Development Program - Earn while you learn	Employee Transition Programmes	Digital Transition
Name and description of the program	The Leadership Empowerment and Acceleration Program (LEAP) is an intensive and focused learning initiative designed to be future-ready by strengthening our internal succession planning, with special focus on critical positions within our technical departments. Through LEAP, we aim to equip our employees with the advanced skills and knowledge needed to excel in their roles, ensuring that we have a robust pipeline of capable leaders ready to step into essential positions depending on requirements. This program, which was started 3 years ago, places a special emphasis on management, we focus on internal talent succession. To create a leadership pipeline that enables us to have empowered employees ready to take on challenges.	For many young individuals, lack of access to opportunities is the biggest hurdle. At Strides, we created the Self-Managed Team (SMT) program 10+ years ago to bridge this gap. SMT combines education with employment, empowering the rural youth and giving them a chance to learn, earn and grow within a supportive and structured environment. SMTs collaborate across functions within teams while participating in weekly academic sessions. After completing their training, they take on roles as Technical Officers and progress through a Supervisory Development Program (SDP), aiming to achieve Senior Technical Officer positions based on their performance and endorsements. To develop leadership skills, we equip employees with the experience necessary to transition into Technical Office roles and progress through a Supervisory Development Program (SDP), and advance career growth by offering a clear trajectory towards Senior Technical Officer positions based on performance and endorsements.	At Strides, we foster a supportive and sustainable workplace dedicated to employee growth and retention, proudly maintaining low attrition rates. We prioritise making workforce decisions with empathy, ensuring support for employees at every stage of their journey, both within and beyond Strides, and strive to minimise terminations by finding opportunities across the Promoter Group's businesses. For retiring employees at the senior level who wish to continue contributing, we offer consulting roles in critical areas where expertise is needed. In recognition of long-serving employees, we provide ex gratia payments in addition to statutory payouts. In cases of underperformance, we give employees a fair chance to improve through structured performance improvement plans and potential role realignment opportunities. If termination is unavoidable (except for ethical breaches), it is conducted with empathy, providing adequate support financially and a respectful process. We have absorbed employees from associate companies during business transitions and facilitated the return of employees ensuring continuity according to then existing employment terms.	Some examples of our programs are highlighted below: • Employees in manufacturing undergo immersive AR/VR-based training to familiarize themselves with specific equipment modules and machine operations. • The rollout of SAP IBP is supported by comprehensive training for the entire Supply Chain function. Employees learn to efficiently utilize the system for planning, forecasting, and execution. • Designed to drive operational excellence, RISE trains employees across functions on multiple digital tools and processes. • Our Learning Management System (LMS) delivers structured, in-depth programs, including interactive courses, videos, and assessments. It allows employees to learn at their own pace while providing analytics to track engagement, progress, and outcomes, ensuring skill development aligned with evolving business needs. • SEEK offers bite-sized modules (5-10 minutes) accessible on mobile devices, enabling employees to learn on the go, develop daily learning habits, and access targeted development content. • The MYSetu app is deployed across manufacturing plants for EHS and safety reporting, tracking incidents and KPIs, and ensuring compliance.

GRI 404-2

Annexure 3

Description	LEAP (Leadership Empowerment & Acceleration Program)	Grassroots Talent Development Program - Earn while you learn	Employee Transition Programmes	Digital Transition
Type of Learning	Internal	Internal	Internal	Internal & External
Type of Program	Mentoring / Coaching	Mentoring / Coaching / Employee Resource Group (ERG)	Mentoring & Coaching	Coaching & ERGs
Business benefits of the programme	Through the Leadership Empowerment and Acceleration Programme (LEAP), we are striving to create a well-prepared internal talent pool that: • Prepares leaders for future-ready workforce • Strengthens succession planning • Deepens leadership pipeline pool • Enables cross-functional learning • Accelerates leadership growth with increased employee retention	Strides utilizes Self-Managed Teams (SMT) to empower young employees to oversee all manufacturing aspects, ensuring a continued pipeline of skilled individuals for technical functions and benefiting the organization • Builds a steady pipeline of skilled talent • Fostering collaborative learning & accountability • Maintains smooth & uninterrupted business operations • Lowers recruitment and training costs • Advancing career growth of young talent	Our transition practices demonstrate our deep commitment to valuing people, preserving knowledge, and ensuring stability during transitions.	Our Digital Transition programs equip employees with the skills, knowledge, and confidence to effectively leverage new technologies, tools, and processes, driving efficiency, productivity, and innovation across the organization.

GRI 404-2

Description	LEAP (Leadership Empowerment & Acceleration Program)	Grassroots Talent Development Program - Earn while you learn	Employee Transition Programmes	Digital Transition
Quantitative impact of business benefits	1. 52 people having been identified for key roles from technical functions - quality, formulation, ASD – analytical services department, manufacturing, supply chain management, F&E facilities & engineering) across the organization for whom detailed development and structured retention plans were documented. 2. 17 people moved vertically or cross-functionally 3. Achieved 0% attrition rate of key talent in the last 1 year 4. From our first batch of LEAP, we've had 50% of the individuals promoted across FY 2023-24 & FY 2024-25. 5. From our second batch, which is ongoing, 17% of the individuals have been promoted up till H1 of FY26.	1. Onboarded 80 young professionals empowered to manage manufacturing in FY 2024-25. 2. Out of the total SMTs, 81 people having undergone successful training and promoted to the next level as a part of their 4-year SMT program. 3. With increased retention rate of 85% for all trained employees, we've also had a subsequent decrease in hiring costs.	After leaving Strides, greater than 75% of our past employees have gained employment, including 13 people transitioning within our promoter group. Additionally, 6 employees have successfully transitioned into retirement.	We've had a 32% increase in adoption on LMS & Seek. We've also had ~500 hours spent by machine operators to upskill themselves on machine operations using AR/VR. ~2,500 training hours delivered under Project RISE to upskill employees on emerging technologies to make them future ready with digital skills.
Employee Coverage	~25% of the identified Key talent are part of LEAP	4.58% of Full Time Employees	100% of full-time employees	100% of full-time employees (also covers contractual workers)

GRI 404-2

Annexure 3

Human Capital Return On Investment

Indicator	Unit	FY 2024-25*	FY 2023-24	FY 2022-23	FY 2021-22
a) Total Revenue	INR Million	46,240	39,298	37,787	32,022
b) Total Operating Expenses	INR Million	28,998	26,664	26,720	24,337
c) Total employee-related expenses (salaries + benefits)	INR Million	8,628	7,728	7,431	6,469
Resulting HC ROI (a - (b-c)) / c	-	2.9	2.6	2.4	2.1
Total employees	No.	3,690	3,566	3,337	3,814

*Consolidated revenue including other income (excludes UCL since it is an associate company)

Privacy Protection

Indicator	Unit	FY 2024-25
Percentage of customers whose data is used for secondary purposes	%	0
Number of requests for customer information received from government or law enforcement agencies	No.	0
Of the requests, the percentage of requests that resulted in disclosure	%	0

Freedom of Association FY 2024-25

Category	Total workers of non-scope entities in respective category (A)	No. of workers of non-scope entities who are part of association(s) or Union (B)	% (B/A)
Male	1,068	948	89%
Female	107	75	70%
Total Permanent Workers	1,175	1,023	87%

GRI 407-1, 2-30

Occupational Health & Safety – LTIFR & Fatalities (India)

Parameter	Unit	FY 2025	FY 2024	FY 2023	FY2022	Target FY 2025-26
Fatalities (Employees)	Number	0	0	0	0	Maintain a track record of zero fatalities across our operations
Fatalities(contractors)	Numbers	0	0	0	0	
Lost-Time Injury Frequency Rate (LTIFR) – Employees*	LTIFR (n/million hours worked)	0	0.34	0.37	0.16	Less than 0.25
Lost-Time Injury Frequency Rate (LTIFR) – Contractors*	LTIFR (n/million hours worked)	0	NA	NA	0	
Data Coverage	%	100%	100%	100%	100%	

Safety Incidents for FY 2024-25 (India)

Safety Incidents	Employees	Contractors
Total recordable work-related injuries	9	6
High-consequence work-related injuries (excluding fatalities)	0	0
Total Recordable Incident Rate (TRIR)	0.30	0.48

GRI 403-9, 403-10

Contribution to Societal Healthcare

Impact on Access to Healthcare

Please provide the total number of patients, and the number of patients with low-cost access to the organisation's products or services

Indicator	FY 2025	FY 2024	FY 2023	FY 2022
Number of patients with low-cost access to the organization's products or services to address diseases/conditions	24,390,000	16,060,000	17,360,000	28,435,000

Fair Pricing

Weighted Percentage Y-o-Y change in	FY 2025	FY 2024	FY 2023	FY 2022
Average List Price	(9.01)	(8.65)	NA	NA
Average Net Price	(12.53)	(18.44)	NA	NA

Contribution to Increasing Healthcare Efficiency

Impact of Products on Healthcare cost by means of health economic evaluations	Percentage of Revenue (in %) for FY 2025
Percentage of Strides Revenues generated during last fiscal year for which you can provide such evidence	
Indicate the percentage of Total group revenues generated during fiscal year that these cost-benefit/ effectiveness evaluations have signification cost-benefit compares to the standard Medical therapies	17%
Indicate the percentage of the total group revenues generated during the last fiscal year that which these evaluations have a significant cost-benefit compared to other competitive innovations:	

We have assessed the impact of our products on healthcare costs. This is done for the products supplied by our Growth Markets business and Access Markets business that together accounted for ~17% of our FY25 consolidated revenues.

Annexure 3

Measure Contribution to Healthcare

Key Programs[26]	Description	KPI used to measure impact	Impact FY 2024-25	Forecast Impact FY26
Prevention	• Our activities in healthcare follow a three-pronged approach: Curative, Preventive, and Promotive. Strides Foundation supports health and hygiene initiatives in 12 villages within Suragajakkanahalli panchayat, Anekal taluk, serving around 13,000 people. This was initiated in 2015 owing to the fact that there were no healthcare facilities within a 5-kilometre radius of Suragajakkanahalli. To increase awareness of health and hygiene and provide high-quality preventive, promotive, and curative services, we have implemented the following initiatives: • Specialty Healthcare Facility: We established Arogyadhama, a state-of-the-art specialty healthcare centre, in Bangalore Rural near our facility in Suragajakkanahalli. This specialty center offers promotive, preventive and curative services that include free consultations with specialist doctors like Gynaec, paediatrician, Opthal, Dental and General medicine, highly subsidised medicines, and diagnostic services like Radiology & Lab services. It also actively participates in various government-sponsored community Healthcare programmes to provide better and affordable healthcare facilities. • Sanitation and Hygiene: In our pursuit to improve sanitation and hygiene, we have built underground drainage systems and septic tanks with up-flow filters at Suragajakkanahalli, covering the complete village, among other infrastructure improvements. • Safe Drinking Water: We have set up self-sustainable drinking water units to increase the accessibility of safe drinking water for nearby communities, to provide for 12000 people. We have also set up a pilot project - an Alternate water source – Atmospheric Water Generator in Lingapura, Haragadde village, which does not use groundwater and there is no wastage of water.	Number of Individuals Impacted	10,350	12,000

Key Programs[26]	Description	KPI used to measure impact	Impact FY 2024-25	Forecast Impact FY26
Diagnosis	• Arogyadhama Medical Centres: Over the past 7 years, we have served an average of 11,900+ people per annum from 12 villages, providing preventive, promotive, and curative healthcare. Equipped with state-of-the-art medical facilities, including X-ray, scan, laboratory, and minor OT, Arogyadhama also offers specialised services like Ophthalmology, Gynaecology, Paediatrics, Dental Treatments, and Pharmacy. We are proud to offer pocket-friendly services, providing free consultations and diagnostic services to the community. The health centre conducts specialist and health camps for villagers, both at the centre and in the villages. Door-to-door screenings for non-communicable diseases (NCDs) are performed, checking for 22 parameters. and providing guidance and medication as needed. The health camps also identify patients who require government services such as Ayushman Bharat or disability cards and the center helps make these services accessible to the villagers. • Anaemia Awareness Programme with Haemoglobin Detection Camps Our goal is to raise awareness about anaemia, provide timely medical advice, and improve patient health through haemoglobin screening camps. These camps are designed to detect anaemia, offer vital health insights, and encourage early intervention. • Comprehensive Neuropathy Diagnostic/ Screening camps were conducted for the FY 2024-25 to organise free neuropathy check-up camps to facilitate early detection and diagnosis, thereby enhancing patients' quality of life.	Number of People screened	33,150	39,400
Treatment	Treatment of Malaria	Number of treatment dosages supplied	312 million	114.7 million*
End-to-End Cycle	Our efforts in promoting end-to-end Health and Hygiene solutions through our flagship Arogyadhama program and Safe Drinking Water initiatives	Number of patients reached	10,350	12,000

*With the recent change in the funding milieu all major global agencies have adjusted their forecast hence FY 2025-26 target has been prepared on a risk-adjusted basis for half-yearly confirmed allocations.

Annexure 3

Description	FY 2024-25
In how many disease areas/indications does your company contribute to the improvement of the patient full cycle of care (in % of disease areas relevant to your company)?	90%
How many programs are implemented on a global scale (in percentage of the total number of programs)?	63.2%

Product Innovation (healthcare)

Launched	FY 2024-25 (%)
Product innovations launched in the previous 5 years	0%
Product optimizations launched in the previous 5 years	28.50%
Unchanged or minimally changed products or services	71.50%

Pipeline	FY 2024-25 (No.)
Therapeutic potential	
Indicate the percentage of medical products filings (drugs, diagnostics, medical devices, or vaccines) that have been guaranteed the FDA Priority Review/EMA Accelerated Assessment (or equivalent) during the last 5 years (in % of the total filings)	23.50%

Healthcare Clinical Pipeline

Since Strides predominantly operate in the generic pharmaceutical domain, the R&D expense is hence towards generic drugs & formulation development and no expense is incurred towards either preclinical &/or clinical development (Phase I/II/III) trials.

Human Rights Assessment (India)

Category	% of total assessed in last three years	% of total assessed where risks have been identified	% of risk with mitigation actions taken
Own Operations (including Joint Ventures where the company has management control) As a % of Revenue (80% coverage)	100	100	100
Contractors and Tier I Suppliers (as a % of contractors or Tier I Suppliers As % of Procurement Spends	63	0	0

Ethical Marketing Performance

Indicator	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Incidents of non-compliance concerning product and service information and labelling	0	0	0	0
Incidents of non-compliance concerning marketing communications	0	0	0	0

GRI 417-2

Environmental Performance

Scope of Environment Data for FY 2024-25: Unless otherwise called out, all manufacturing facilities, R&D and the Corporate office based in India. Our manufacturing facilities in India contributed 78% to our total 'Manufacturing revenue in FY25. ("Manufacturing revenue" means consolidated revenue from sale of products manufactured in Strides Plants, i.e., it does not include revenue from sale of products manufactured by CMOs and products acquired by Strides from third party vendors)

Data relating to the softgel division at KRSG, which has been demerged into a separate listed entity and doesn't form part of Strides' operations, has not been included in

Energy consumption

Indicator	Unit	FY 2024-25	FY 2023-24
Diesel	KL	846.00	802.82
Furnace Oil / Low Sulphur Heavy Stock	KL	939.00	1,392.57
Petrol	KL	-	-
Biomass Briquette	MT	309.80	402.00
Electricity purchased from Grid	KWh	23,573,241	27,653,292
In-house Solar energy	KWh	1,520,854	2,161,838
Renewable energy through external sources	KWh	18,104,655	21,150,000

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Non-Renewable Energy	MWh	26,384.26	30,064.12	29,353.44	28,112.74
Renewable Energy	MWh	19,625.51	23,311.84	18,271.95	1,283.62
Total Energy	MWh	46,009.77	53,376.02	47,625.39	29,396.36
Energy Intensity	Total Energy consumption (KWh)/ Revenue in Million INR*	2.11	2.40	2.46	1.40
Non-Renewable Energy	MWh	23,004.86			

*Standalone revenue for FY25 considered for this since data is only for India operations.

GRI 302-1, 302-3, 302-4

GHG Emissions

Category	Unit	2024-25	2023-24	2022-23	2021-22
Scope 1: Direct emissions	tCO2eq	5,376	5,332	4,490	6,206
Scope 2: Indirect emissions	tCO2eq	17,099	19,893	19,548	19,960
TOTAL Scope 1 & 2 emissions	tCO2eq	22,475	25,225	24,038	26,166
Emission Intensity for Scope 1 & 2	tCO2eq/ Revenue in Million INR*	1.03	1.13	1.24	1.24
Scope 3: Indirect emissions	tCO2eq	47,827	NA	NA	NA
Emission Intensity for Scope 3	tCO2eq/ Revenue in Million INR*	2.19	NA	NA	NA

*Standalone revenue for FY25 considered for this since data is only for India operations.

GRI 305-1, 305-2, 305-3, 305-4, 305-5

Annexure 3

Scope 3 Emissions: Category-wise, as applicable

Category	2024-25 (tCO$_2$eq)
Purchased goods and services	21,190
Capital goods	3,175
Fuel-and-energy-related activities (not included in Scope 1 or 2)	8,853
Upstream transportation and distribution	11,051
Waste generated in operations	13
Business travel	95
Employee commuting	2,217
Upstream leased assets	5
Downstream transportation and distribution	1,228
Total	**47,827**

Stack Emissions

Air emissions	Unit	FY 2024-25	FY 2023-24
PM (mg/Nm3)	mg/Nm3	40.50	169.00
SOx (mg/Nm3)	mg/Nm3	27.10	131.60
NOx (mg/Nm3)	mg/Nm3	130.70	227.10

⊙ GRI 305-7

Water Management

Water Withdrawal by Sources

Source	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Fresh groundwater	m3	41,094	60,544	59,877	35,580
Municipal water supplies (or from other water utilities)	m3	151,280	1,43,872	1,34,901	1,50,476
Total water withdrawal	m3	192,374	204,416	194,778	186,056
Total water discharge	m3	0	0	0	0
Water recycled	m3	89,609	88,654	-	-
Water Intensity	m3/ Revenue in Million INR*	8.80	9.18	10.05	8.85
Target for water withdrawal	m3	200,762	185,039	-	-

*Standalone revenue for FY25 considered for this since data is only for India operations.

⊙ GRI 303-3, 303-4, 303-5

Water Withdrawal from Water-stressed Areas

Source	FY 2024-25 (m3)	FY 2023-24 (m3)
Third-party	74,255	61,706
Surface water	0	0
Groundwater	41,094	60,544
Total	**115,349**	**122,250**

Note – All 4 locations in Bangalore, i.e., 2 plants at Anekal Taluk (KRSG, Chandapura), Corporate office and R&D centre considered as "water stressed areas" as per Central Ground Water Authority guidelines

Waste Management

Category	Unit	FY 2024-25	FY 2023-24
Waste Generation			
Plastic Waste	MT	347.99	108.00
E-waste	MT	4.90	8.05
Hazardous Waste	MT	578.97	457.00
Non-hazardous waste	MT	572.07	253.00
Battery Waste	MT	6.82	10.41
Biomedical Waste	MT	5.93	6.60
Total	**MT**	**1,516.68**	**843.06**

Total Waste Disposal

Category	Unit	FY 2024-25	FY 2023-24	FY 2022-23	FY 2021-22
Total waste recycled/reused	MT	652.70	253.00	414.00	416.00
Waste landfilled	MT	7.95	0	0	0
Waste incinerated with energy recovery	MT	0	0	0	0
Waste incinerated without energy recovery	MT	816.15	457.00	736.00	430.00
Waste with unknown disposal method	MT	0	0	0	0
Others (piggery and municipal corporation)	MT	39.89	0	0	0
Total waste disposed	**MT**	**824.10**	**457.00**	**736.00**	**430.00**
Total waste	**MT**	**1,516.68**	**710.00**	**1,150.00**	**846.00**

Hazardous Waste Disposal

Category	Unit	2024-25	2023-24	2022-23	2021-22
Total Hazardous Waste recycled or reused	MT	0	0	0	0
Total Hazardous Waste Disposed	MT	584.90	457.00	736.00	430.00
Hazardous Waste landfilled	MT	0	0	0	0
Hazardous Waste incinerated with energy recovery	MT	0	0	0	0
Hazardous Waste incinerated without energy recovery	MT	576.96	457	736	430
Hazardous Waste with unknown disposal method	MT	7.95	0	0	0

⊙ GRI 306-1, 306-2, 306-3, 306-4

Annexure 3

Environmental Violations

Category	Unit	2024-25	2023-24	2022-23	2021-22
Number of violations of legal obligations/regulations	No.	0	0	0	0
Amount of fines/ penalties paid	INR	Nil	Nil	Nil	Nil
Environmental liability accrued at year end	INR	Nil	Nil	Nil	Nil

Financial Risk and Opportunity of Climate Change (In-scope entities)

Financial Risk of Climate change

Indicator	Risk driven by changes in regulation	Risks driven by changes in physical climate parameters
Significant risk and methods description	India moved from subsidisation to Taxation of Carbon emissions. Carbon pricing has been prominent in the European Union, where the mechanism is the EU ETS (Emission Trading Scheme). The introduction of a carbon price and the planned launch of Indian Carbon Markets in 2026 will likely raise the costs of fossil fuel energy and carbon-intensive goods, potentially leading to increased production expenses and a reduction in demand. As global ambitions to achieve net-zero emissions rise, carbon taxes and emissions trading systems may expand into sectors with higher abatement costs. In some parts of the USA, ETS and RGGI (Regional Greenhouse Gas Initiative) are followed. The carbon pricing mechanism after implementation in India would initially be predominant for energy-intensive industries included under PAT (Perform, Achieve and Trade) scheme and gradually the other sectors would also be included. In the reporting year, the list of Designated Consumers has been amended to include the chemical sector (including pharmaceuticals API) with an energy consumption of 3,000 Metric tons of Oil equivalent per year or above. By staying abreast of these developments, we aim to proactively prepare and align our strategies with the evolving regulatory landscape, ensuring our continued contribution to the nation's energy transition and climate action efforts.	We recently carried out a comprehensive physical climate risk assessment, including scenario analyses, following the TCFD Framework. Using Jupiter Intelligence's Climate model under a high-emission scenario (SSP 5 - 8.5), we found that our site in BeltaPharm Srl, Italy faces significant flood risks through 2050, with average flood depths estimated ~2 metres. This site manufactures OLT (Ointment, liquid and topicals). Flood events could cause temporary disruptions to operations for several days each year, affecting our ability to manufacture and deliver formulations during these periods. We plan to implement tailored strategies to reduce this site's risk exposure in the coming years. In the meantime, existing insurance coverage may help offset losses resulting from flooding.

Indicator	Risk driven by changes in regulation	Risks driven by changes in physical climate parameters
Estimated financial implications of the risk before taking action (INR)	Strides understand the importance of taking timely action in order to mitigate the potential risks. At Alathur site, we have a planned project (capex approved) of Power Purchase Agreement (PPA) of 3 MW DC for delivery of renewable power. The project is estimated to yield reduction of 3,925 tCO2e/ MWh annually. For transition risks assessment, we referred to the International Energy Agency (IEA) Stated Policies Scenario and the Announced Policies Scenario (APS) as outlined in the World Energy Outlook 2023. As per the IEA STEPS (Stylized Energy System Pathways) scenario developed by the International Energy Agency (IEA) to explore future energy transitions and climate outcomes, the potential Carbon Costs in 2030 would be $28/ tCO2e. Hence the estimated risks would be approx. INR 45.88 million if we don't take the necessary steps to reduce our carbon footprint.	INR 127.49 million
Estimated time frame (Years)	5 years	25 Years
Estimated cost to mitigate the risk	INR 12,600,000	The risk of production loss due to flooding is covered under the overall insurance coverage of the company. The figure in cost USD 4,405 of response to risk indicates the insurance cost for the Company, for its overall global insurance coverage, which includes all kinds of risks (property, liability, transit, employee benefits, crime, cyber, etc). It is not possible to disaggregate the specific insurance cost for the above-mentioned manufacturing site. We also have other approved formulation facilities wherein we can transfer formulations on a case-to-case basis and supply from alternate sites to maintain continuity of supplies to our customers.

Annexure 3

Financial Opportunity through Climate Change

Category	Response
Description of Opportunity	We are using lower-emission sources of energy, which have the potential to reduce direct costs. We have set our strategy to reduce absolute total Scope 1 and Scope 2 emissions by 42% by FY2030 compared to the base year FY2023.
	We undertake focused efforts for increased renewable energy consumption through the installation of solar rooftops, open access to solar and wind energy and long-term renewable energy power purchase agreements (at the KSRG site). We also leverage alternative sources of fuel. At our Alathur manufacturing site, we transitioned from furnace oil-fired boiler to using sawdust and agricultural waste in our Puducheryy Pobriquette-fired boiler steam production.
	In FY 2024-25, renewable energy comprised 42.63% of our total global energy mix. We also aim to achieve 65% renewable electricity consumption for our India manufacturing operations by March FY2025-26.
	Major projects implemented in FY 2024-25 are:
	1. At the SPSL – KRSG site, transition in AMPIN resulting in 15,187 tCO2e/MWh of GHG reduction and annual savings of 40.4 million INR
	2. At SPSL – Chandapura site, transition in AMPIN resulting in 512 tCO2e/MWh of GHG reduction and annual savings of 1.69 million INR
	3. At the Alathur manufacturing site, use of sawdust and agricultural waste in briquette-fired boiler steam production leads to a net emission reduction of 412 tons of CO2e.
	4. Converting Boiler fuel from non-renewable fuel to more efficient and cleaner fuel
	5. Installation of Variable Frequency Drive (VFD) devices at various locations
	Major Projects at the implementation or planning stage:
	1. At the SPSL – Alathur site, implementing the PPA of 3 MW DC results in 3,925 tCO2e/MWh of GHG reduction and annual savings of 17.2 million INR
	2. At the SPSL – KRSG site, implementing a 330 KW DC Roof Top Solar power project resulting in 363 tCO2e/MWh of GHG reduction and annual savings of 1.73 million INR
	3. At the SPSL – Puducherry site, implementing an 814 KW DC Roof Top Solar power project resulting in 907 tCO2e/MWh of GHG reduction and annual savings of 2.4 million INR
	4. At SPSL – Alathur site, implementing a 200 KW DC Roof Top Solar power project resulting in 218 tCO2e/MWh of GHG reduction and annual savings of 0.6 million INR.
Estimated financial positive implication (INR) of the opportunity	86 million INR
Estimated annual cost associated with developing the opportunity	12.6 million INR
Estimated time frame	5 years

Emissions Reduction Targets (India)

Target Scope	Target Type	Base year	Target year	Base year emissions	Percentage of total base year emissions covered	% reduction target from base year
Scope 1 & 2	Absolute Target	FY 2023	FY 2030	24,038 tCO2e	100%	42%

Net Zero Commitment (India)

Target time Frame	Target scope and related emission reduction target (as % of base year emissions)	Comment
Base Year – FY 2025 Target Year – FY 2050	Scope 1 & 2 – 90% Scope 3 – 90%	We have publicly committed to seeking validation to the target by SBTi. We have defined or already implemented programs to achieve our emission reduction targets.

Annexure 4

GRI Content Index with reference

Statement of use	GRI 1 used
Strides Pharma Science Limited has reported the information cited in this GRI content index for the period 1st April 2024 to 31st March 2025 with reference to the GRI Standards.	GRI 1: Foundation 2021

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 2: General Disclosures	2-1 Organizational details	**Sustainability Report:** About Strides	Page 1, 5
GRI 2: General Disclosures	2-2 Entities included in the organization's sustainability reporting	**Sustainability Report:** Annexure 1 - List of in-scope entities	Page 187
GRI 2: General Disclosures	2-3 Reporting period, frequency and contact point	**Sustainability Report:** About the Report: Reporting Boundary and Scope	Page 1
GRI 2: General Disclosures	2-4 Restatements of information	NA	--
GRI 2: General Disclosures	2-5 External assurance	NA	--
GRI 2: General Disclosures	2-6 Activities, value chain and other business relationships	**Sustainability Report:** About Strides: Our Operations	Page 5
GRI 2: General Disclosures	2-7 Employees	**Sustainability Report:** Our People: Future Ready Workforce;	Page 114
		ESG Databook: Social Performance: Our Workforce	Page 204
GRI 2: General Disclosures	2-8 Workers who are not Employees	**Sustainability Report:** Our People: Future Ready Workforce;	Page 114
		ESG Databook: Social Performance: Our Workforce	Page 204
GRI 2: General Disclosures	2-9 Governance structure and composition	**Sustainability Report:** Ethical & Effective Governance: Board Composition	Page 35
GRI 2: General Disclosures	2-10 Nomination and selection of the highest governance body	**Sustainability Report:** Ethical & Effective Governance: Board Election; Board Evaluation & Assessment	Page 36

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 2: General Disclosures	2-11 Chair of the highest governance body	**Sustainability Report:** Ethical & Effective Governance: Board Composition	Page 35
GRI 2: General Disclosures	2-12 Role of the highest governance body in overseeing the management of impacts	**Annual Report FY 25:** Corporate Governance Report: Board of Directors Strides' FY25 Annual Report.pdf	Page 129
GRI 2: General Disclosures	2-13 Delegation of responsibility for managing impacts	**Annual Report FY 25:** Corporate Governance Report: Charter of Board Committees and Meetings held Strides' FY25 Annual Report.pdf	Page 137-142
GRI 2: General Disclosures	2-14 Role of the highest governance body in sustainability reporting	**Sustainability Report:** Our Sustainability Strategy: Our ESG Governance (Two-tier)	Page 24
GRI 2: General Disclosures	2-15 Conflicts of interest	**Sustainability Report:** Ensuring Ethical Conduct: Policies and Procedures	Page 44
GRI 2: General Disclosures	2-16 Communication of critical concerns	**Policy Link:** Strides' Whistleblower Policy	-
GRI 2: General Disclosures	2-17 Collective knowledge of the highest governance body	**Annual Report FY 25:** Corporate Governance Report - Board Skill Matrix - Key Board Qualifications, Expertise and Attributes Strides' FY25 Annual Report.pdf	Page 132-133
GRI 2: General Disclosures	2-19 Remuneration policies	**Policy Link:** Strides' Nomination & Remuneration Policy	-
GRI 2: General Disclosures	2-20 Process to determine remuneration	**Policy Link:** Strides' Nomination & Remuneration Policy	-
GRI 2: General Disclosures	2-21 Annual total compensation ratio	**Annual Report FY 25:** Statutory Report Strides' FY25 Annual Report.pdf	Page 115-116
GRI 2: General Disclosures	2-22 Statement on sustainable development strategy	**Sustainability Report:** Our Sustainability Strategy	Page 21
GRI 2: General Disclosures	2-23 Policy commitments	**Policy Link:** Corporate policies	-
GRI 2: General Disclosures	2-24 Embedding policy commitments	**Policy Link:** ESG-focused policies **Policy Link:** Risk-related policies	-

Annexure 4

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 2: General Disclosures	2-25 Processes to remediate negative impacts	**Sustainability Report:** Ensuring Ethical Conduct: Policies and Procedures	Page 44
		Annual Report FY 25: Business Responsibility & Sustainability Report - Principle 3 -	173-179
		Policy Link: Strides' Code of Conduct and Business Ethics	-
		Policy Link: Strides' Whistleblower Policy	-
GRI 2: General Disclosures	2-26 Mechanisms for seeking advice and raising concerns	**Sustainability Report:** Whistleblowing Mechanisms	Page 46
		Policy Link: Strides' Code of Conduct and Business Ethics	
		Policy Link: Strides' Whistleblower Policy	
GRI 2: General Disclosures	2-27 Compliance with laws and regulations	**Policy Link:** Strides' Code of Conduct and Business Ethics	-
GRI 2: General Disclosures	2-28 Membership associations	**Sustainability Report: Ethical & Effective Governance:** Contributions and Other Spending	Page 48, 49
		ESG Databook: Economic & Governance Performance: List of Membership Associations	Page 200
		Annual Report FY 25: Business Responsibility & Sustainability Report - Principle 7	Page 192
		Strides' FY25 Annual Report.pdf	
GRI 2: General Disclosures	2-29 Approach to stakeholder engagement	**Sustainability Report: Our Sustainability Strategy:** Stakeholder Engagement	Page 32
GRI 2: General Disclosures	2-30 Collective bargaining agreements	**Sustainability Report: Our People:** Freedom of Association & Collective Bargaining;	Page 115
		ESG Databook: Social Performance: Freedom of Association	Page 216
GRI 3: Material Topics	3-1 Process to determine material topics	**Sustainability Report:** Our Sustainability Strategy: Materiality Analysis	Page 27
GRI 3: Material Topics	3-2 List of material topics	**Sustainability Report:** Our Sustainability Strategy: Materiality Analysis	Page 28

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 3: Material Topics	3-3 Management of material topics	**Sustainability Report:** Our People	Page 110
		Sustainability Report: Environmental Sustainability	Page 168
		Sustainability Report: Innovation Management	Page 86
		Sustainability Report: Our Social Impact: CSR Programs and Initiatives	Page 158
		Sustainability Report: Enhancing Access to Affordable Healthcare	Page 90
		Sustainability Report: Ethical & Effective Governance	Page 34
		Sustainability Report: Product Quality and Responsibility	Page 67
		Sustainability Report: Resilient and Responsible Supply Chain	Page 76
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	**Sustainability Report:** Annexure 1: List of in-scope Entities	Page 187
GRI 201: Economic Performance	201-3 Defined benefit plan obligations and other retirement plans	**Sustainability Report: Our People:** Employee Wellbeing;	Page 134
		Sustainability Report: Our People: Employee Development Programmes;	Page 125, 128
		ESG Databook: Social Performance: Employee Benefits	Page 211
GRI 201: Economic Performance	201-4 Financial assistance received from government	**ESG Databook:** Economic & Governance Performance: Financial assistance received from the Government	Page 202
GRI 202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	**Sustainability Report: Our People:** Retention Focused Activities	Page 117
GRI 202: Market Presence	202-2 Proportion of senior management hired from the local community (India)	**Sustainability Report: Our People:** Distribution of the Global Workforce	Page 115
		ESG Databook: Social Performance: Workforce Breakdown: Nationality	Page 205
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	**Sustainability Report:** Our Social Impact	Page 158
GRI 203: Indirect Economic Impacts	203-2 Significant indirect economic impacts	**Sustainability Report:** Our Social Impact	Page 158
		Sustainability Report: Enhancing Access to Affordable Healthcare	Page 90
		Sustainability Report: Our People	Page 110

Annexure 4

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 204: Procurement Practices	204-1 Proportion of spending on local suppliers	**ESG Databook: Economic & Governance Performance:** Suppliers and Procurement Spend	Page 200
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	**Policy Link:** Strides' Anti Bribery & Anti-Corruption Policy	-
GRI 205: Anti-corruption	205-2 Communication and training about anti-corruption policies and procedures	**Policy Link:** Strides' Anti Bribery & Anti-Corruption Policy	-
		Sustainability Report: Ethical & Effective Governance: Training and Awareness	Page 47
		Sustainability Report: Ethical & Effective Governance: Anti-Bribery and Anti-Corruption Policies & Practices	Page 47
		Sustainability Report: Our People: Continuous Learning and Development	Page 123
GRI 205: Anti-corruption	205-3 Confirmed incidents of corruption and actions taken	**ESG Databook: Economic & Governance Performance:** Breaches & Incidents	Page 199
GRI 206: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	**ESG Databook:** Fines Penalties related to anti-bribery, anti-corruption and anti-competitive issues	Page 198, 199
GRI 207: Tax	207-1 Approach to tax	**Sustainability Report:** Ethical & Effective Governance: Tax Strategy and Reporting	Page 48
		ESG Databook: Economic & Governance Performance: Tax Strategy and Governance	Page 201
GRI 207: Tax	207-2 Tax governance, control, and risk management	**Sustainability Report:** Ethical & Effective Governance: Tax Strategy and Reporting	Page 48
		ESG Databook: Economic & Governance Performance: Tax Strategy and Governance	Page 201
GRI 207: Tax	207-3 Stakeholder engagement and management of concerns related to tax	**Sustainability Report:** Our Sustainability Strategy	Page 32
		ESG Databook: Ethical & Effective Governance: Tax Strategy and Governance	Page 201
GRI 207: Tax	207-4 Country-by-country reporting	**Sustainability Report:** Tax Strategy and Reporting	Page 48
		ESG Databook: Annexure 2	Page 194 - 196

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 301: Materials	301-2 Recycled input materials used	**Annual Report FY 25: Business Responsibility and Sustainability Report:** Principle 2	Page 171
		Strides' FY25 Annual Report.pdf	
GRI 301: Materials	301-3 Reclaimed products and their packaging materials	**Annual Report FY 25: Business Responsibility and Sustainability Report:** Principle 2	Page 171-172
		Strides' FY25 Annual Report.pdf	
GRI 302: Energy	302-1 Energy consumption within the organization	**Sustainability Report: Environmental Sustainability:** Energy and Emission Management	Page 170
		ESG Databook: Environmental Performance: Energy Consumption	Page 221
GRI 302: Energy	302-2 Energy consumption outside of the organization	**Sustainability Report: Environmental Sustainability:** Energy and Emission Management	Page 221
GRI 302: Energy	302-3 Energy intensity	**ESG Databook: Environmental Performance:** Energy Consumption	Page 170
GRI 302: Energy	302-4 Reduction of energy consumption	**Sustainability Report: Environmental Sustainability:** Energy and Emission Management;	Page 170
		ESG Databook: Environmental Performance: Energy Consumption	Page 221
GRI 302: Energy	302-5 Reductions in energy requirements of products and services	**Sustainability Report: Innovation Management:** Enhancing Process Efficiencies	Page 89
GRI 303: Water and Effluents	303-1 Interactions with water as a shared resource	**Sustainability Report: Environmental Sustainability:** Water Management	Page 180
GRI 303: Water and Effluents	303-2 Management of water discharge-related impacts	**Sustainability Report: Environmental Sustainability:** Water Management	Page 180
GRI 303: Water and Effluents	303-3 Water withdrawal	**Sustainability Report: Environmental Sustainability:** Water Management;	Page 180
		ESG Databook: Environmental Performance: Water Management	Page 222
GRI 303: Water and Effluents	303-4 Water discharge	**Sustainability Report: Environmental Sustainability:** Water Management	Page 180
		ESG Databook: Environmental Performance: Water Management	Page 222

Annexure 4

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 303: Water and Effluents	303-5 Water consumption	**Sustainability Report: Our Environmental Sustainability:** Water Management	Page 180
		ESG Databook: Environmental Performance: Water Management	Page 222
GRI 304: Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	**Sustainability Report: Environmental Sustainability:** Biodiversity Management	Page 185
GRI 304: Biodiversity	304-2 Significant impacts of activities, products and services on biodiversity	**Sustainability Report: Environmental Sustainability:** Biodiversity Management	Page 185
GRI 305: Emissions	305-1 Direct (Scope 1) GHG emissions	**Sustainability Report: Environmental Sustainability:** Energy and Emission Management;	Page 172
		ESG Databook: Environmental Performance: GHG Emissions	Page 221
GRI 305: Emissions	305-2 Energy indirect (Scope 2) GHG emissions	**Sustainability Report: Environmental Responsibility:** Energy and Emission Management;	Page 172
		ESG Databook: Environmental Performance: GHG Emissions	Page 221
GRI 305: Emissions	305-3 Other indirect (Scope 3) GHG emissions	**Sustainability Report: Environmental Sustainability:** Energy and Emission Management;	Page 172
		ESG Databook: Environmental Performance: GHG Emissions	Page 221
GRI 305: Emissions	305-4 GHG emissions intensity	**ESG Databook: Environmental Performance:** GHG Emissions	Page 221
GRI 305: Emissions	305-5 Reduction of GHG emissions	**ESG Databook: Environmental Performance:** GHG Emissions	Page 221
GRI 305: Emissions	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	**ESG Databook: Environmental Performance:** Stack Emissions	Page 222
GRI 306: Waste	306-1 Waste generation and significant waste-related impacts	**Sustainability Report: Environmental Sustainability:** Waste Management;	Page 182
		ESG Databook: Environmental Performance: Waste Management	Page 223

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 306: Waste	306-2 Management of significant waste-related impacts	**Sustainability Report: Environmental Sustainability:** Waste Management;	Page 182
		ESG Databook: Environmental Performance: Waste Management	Page 223
GRI 306: Waste	306-3 Waste generated	**Sustainability Report: Environmental Sustainability:** Waste Management;	Page 182
		ESG Databook: Environmental Performance: Waste Management	Page 223
GRI 306: Waste	306-4 Waste diverted from disposal	**ESG Databook: Environmental Performance:** Waste Management	Page 223
GRI 306: Waste	306-5 Waste directed to disposal	**ESG Databook: Environmental Performance:** Waste Management	Page 223
GRI 308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	**Sustainability Report:** Resilient and Responsible Supply Chain: Supplier Risk Monitoring and Management	Page 82
		ESG Databook: Economic & Governance Performance: Supplier Assessment and/ or development	Page 201
GRI 308: Supplier Environmental Assessment	308-2 Negative environmental impacts in the supply chain and actions taken	**Sustainability Report:** Resilient and Responsible Supply Chain: Supplier Risk Monitoring and Management	Page 83
GRI 401: Employment	401-1 New employee hires and employee turnover	**Sustainability Report: Our People:** Talent Attraction and Retention; Enhancing Employee Well-being;	Page 116, 117, 135
		ESG Databook: Social Performance: New Employee Hires by Gender & Age	Page 206
		ESG Databook: Social Performance: Positions filled internally and average hiring cost	Page 207
		ESG Databook: Social Performance: Employee turnover rate	Page 208
GRI 401: Employment	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	**Sustainability Report: Our People:** Enhancing Employee Wellbeing with WeCare;	Page 133, 134
GRI 401: Employment	401-3 Parental leave	**Sustainability Report: Our People:** Enhancing Employee Wellbeing with WeCare;	Page 134
		ESG Databook: Social Performance: Parental leave	Page 210

Annexure 4

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 403: Occupational Health and Safety	403-1 Occupational health and safety management system	**Sustainability Report: Fostering a Culture of Safety:** OHS Management System	Page 147
GRI 403: Occupational Health and Safety	403-2 Hazard identification, risk assessment, and incident investigation	**Sustainability Report: Fostering a Culture of Safety:** Hazard Identification, Risk Assessment and Incident Reporting	Page 153
GRI 403: Occupational Health and Safety	403-3 Occupational health services	**Sustainability Report: Fostering a Culture of Safety:** Enhancing Workplace Health and Safety Through Occupational Health Services	Page 157
GRI 403: Occupational Health and Safety	403-4 Worker participation, consultation, and communication on occupational health and safety	**Sustainability Report: Fostering a Culture of Safety:** OHS Management System Incident Reporting Health & Safety Practices at Strides	Page 150
		Sustainability Report: Fostering a Culture of Safety: OHS training	Page 155
GRI 403: Occupational Health and Safety	403-5 Worker training on occupational health and safety	**Sustainability Report: Fostering a Culture of Safety:** OHS training	Page 155
GRI 403: Occupational Health and Safety	403-6 Promotion of worker health	**Sustainability Report: Fostering a Culture of Safety:** Occupational Health Services	Page 157
GRI 403: Occupational Health and Safety	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	**Sustainability Report: Fostering a Culture of Safety**	Page 154
GRI 403: Occupational Health and Safety	403-8 Workers covered by an occupational health and safety management system	**Sustainability Report: Fostering a Culture of Safety:** Policy Commitment & Guidelines	Page 148
GRI 403: Occupational Health and Safety	403-9 Work-related injuries	**Sustainability Report:** Safety Incidents	Page 156
		ESG Databook: Safety Incidents	Page 217
GRI 403: Occupational Health and Safety	403-10 Work-related ill health	**Sustainability Report:** Safety Incidents	Page 156
		ESG Databook: Safety Incidents	Page 217
GRI 404: Training and Education	404-1 Average hours of training per year per employee	**Sustainability Report: Our People:** Continuous Learning and Development Support;	Page 123
		ESG Databook: Social Performance: Training man-hours	Page 209

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 404: Training and Education	404-2 Programs for upgrading employee skills and transition assistance programs	**Sustainability Report: Our People:** Continuous Learning and Development Support;	Page 123-125
		ESG Databook: Social Performance: Employee Development Programs	Page 213-215
GRI 404: Training and Education	404-3 Percentage of employees receiving regular performance and career development reviews	**Sustainability Report: Our People:** Performance Management;	Page 129
		ESG Databook: Social Performance: Employees receiving performance and career development review	Page 209
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	**Sustainability Report: Our People:** Future Ready Workforce;	Page 34, 116, 120
		ESG Databook: Social Performance: Workforce	Page 204
GRI 405: Diversity and Equal Opportunity	405-2 Ratio of basic salary and remuneration of women to men	**Sustainability Report: Our People:** Gender pay gap	Page 122
		ESG Databook: Social Performance: Gender Pay Gap Analysis by Employee Category	Page 207
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	**ESG Databook: Economic and Governance performance :** Breaches & Incidents	Page 199
GRI 407: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	**Sustainability Report: Our People:** Freedom of Association	Page 115
		ESG Databook: Social Performance: Freedom of Association	Page 216
GRI 408: Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	**Annual Report FY 25:** Business Responsibility & Sustainability Report - Principle 5	Page 185
		Strides' FY25 Annual Report.pdf	
GRI 409: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	**Annual Report FY 25:** Business Responsibility & Sustainability Report - Principle 5	Page 185
		Strides' FY25 Annual Report.pdf	
GRI 410: Security Practices	410-1 Security personnel trained in human rights policies or procedures	**Annual Report FY 25:** Business Responsibility & Sustainability Report - Principle 5	Page 181
		Strides' FY25 Annual Report.pdf	

Annexure 4

GRI Standard	Disclosure	Section/ Subsection Title	Reference
GRI 413: Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	**Sustainability Report: Our Social Impact:** CSR Programs and Initiatives	Page 158, 159
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	**ESG Databook: Economic & Governance Performance:** Suppliers Screening	Page 201
GRI 414: Supplier Social Assessment	414-2 Negative social impacts in the supply chain and actions taken	**Sustainability Report: Resilient and Responsible Supply Chain:** Supplier Assessment on ESG aspects	Page 83
		ESG databook: Supplier assessment and/ or development	Page 201
GRI 415: Public Policy	415-1 Political contributions	**Sustainability Report:** Ethical and Effective Governance: Contributions and Other Spending;	Page 49
		ESG Databook: Philanthropic contributions, Business ethics & Political Contributions	Page 198
GRI 416: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	**Sustainability Report: Product Quality and Responsibility:** Pharmacovigilance: Ensuring Safety and Compliance	Page 74
		ESG Databook: Incidents of Non-compliance in FY2024-25	Page 203
GRI 416: Customer Health and Safety	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	**Sustainability Report: Product Quality and Responsibility:** Incidents of Non-compliance in FY2024-25	Page 75
		ESG Databook: Incidents of Non-compliance in FY2024-25	Page 203
GRI 417: Marketing and Labeling	417-1 Requirements for product and service information and labeling	**Sustainability Report:** Ethical Marketing Commitment and Practices	Page 52
		Sustainability Report: Product Quality and Responsibility: Pharmacovigilance: Ensuring Safety and Compliance	Page 74
GRI 417: Marketing and Labeling	417-2 Incidents of non-compliance concerning product and service information and labeling	**Sustainability Report:** Ethical Marketing Performance	Page 53
		Sustainability Report: Product Quality and Responsibility: Incident of non-compliance in FY25	Page 75
		ESG Databook: Ethical Marketing Performance	Page 220
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	**Sustainability Report: Responsible Governance:** Total number of breaches occurred during FY25	Page 51
		ESG databook: Breaches and incidents	Page 199

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Strides

Strides Pharma Science Limited
CIN: L24230MH1990PLC057062

REGISTERED OFFICE

Cyber One, Unit No. 902,
Plot No. 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703,
Maharashtra, India.
Tel.: +91 22 2789 2924/3199
Email: corpcomm@strides.com
Website: www.strides.com

CORPORATE OFFICE

'Strides House', Bilekahalli,
Bannerghatta Road,
Bengaluru – 560 076,
Karnataka, India
Tel.: +91 80 6784 0000/0290