

Integrated Annual Report
2025-26



Sai

Make it
better together



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About the Report

Introduction to the Report

We are pleased to present our first Integrated Report for FY 2025-26. This report provides a holistic view of how we create value through our strategy, governance framework, innovation capabilities and sustainability practices. As a leading global CRDMO partner, we recognise that long-term value creation extends beyond financial performance and encompasses the value we create for our customers, employees, shareholders, communities and the environment.

By bringing together financial and non-financial information, the report demonstrates how sustainability considerations are integrated into decision-making, risk management and business strategy. It highlights our performance, key achievements and strategic priorities while providing stakeholders with a transparent understanding of our value creation journey.

Frameworks, Guidelines and Standards

This report has been prepared in accordance with the principles of the International Integrated Reporting (IIRC) Framework and in accordance with the GRI Standards for the reporting period from 1 April 2025 to 31 March 2026. The report is also aligned with the Sustainability Accounting Standards Board (SASB) Standards for the Biotechnology and Pharmaceuticals industry.

The report is aligned with the principles of the United Nations Global Compact (UNGC), the United Nations Sustainable Development Goals (SDGs) and SEBI's Business Responsibility and Sustainability Reporting (BRSR) framework. We also consider disclosures under CDP to enhance transparency and stakeholder communication.

Financial and statutory information presented in this report complies with the Companies Act, 2013, applicable Indian Accounting Standards (Ind AS) and the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Scope and Boundaries

This report covers Sai Life Sciences' operations across its global footprint, including corporate offices, research and development centres and manufacturing facilities in India, the United

States and the United Kingdom. The reporting boundary has been determined based on operational control and, wherever applicable, aligns with the scope of our financial reporting.

The report includes material information relating to our business operations, governance practices, sustainability performance and value creation process.

Reporting Period

This Integrated Report covers the financial year from **April 1, 2025, to March 31, 2026**, unless stated otherwise.

Integrated Thinking and Value Creation

Integrated thinking is central to our approach to value creation. By recognising the interdependencies between financial and non-financial factors, we seek to make informed decisions that support sustainable growth, resilience and long-term business success. The report demonstrates how our strategy, business model, governance framework, risks and opportunities work together to create value over the short, medium and long term.

Our Six Capitals

We follow a multi-capital approach aligned with the IIRC framework. These six capitals form the foundation of our integrated thinking and value creation strategy.

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

Forward-Looking Statement

This report contains forward-looking statements that reflect our current expectations, assumptions, plans and projections regarding future events and business performance. These statements are subject to various risks and uncertainties, including economic conditions, market dynamics, regulatory developments and technological changes.

Actual outcomes may differ materially from those expressed or implied. Readers are advised to exercise appropriate caution when interpreting forward-looking statements.

Assurance and Governance

The preparation of this report is guided by a structured governance and review process involving cross-functional teams across the organization. Relevant financial and non-financial disclosures undergo multiple levels of internal review to enhance accuracy, consistency and reliability.

Oversight of sustainability disclosures and reporting practices is provided through established governance mechanisms, including senior management, the ESG Steering Committee and the CSR and Sustainability Board Committee. These governance structures support the integration of sustainability considerations into business strategy, risk management and decision-making.

We follow a structured process to seek external assurance on our sustainability disclosures, ensuring accuracy, transparency and credibility. All non-financial information presented in this report has undergone limited assurance by an independent third-party provider, TUV India Private Limited, with no other relationship or interests with the organization. The assurance was carried out in accordance with the principles of ISAE 3000 (Revised), and the GRI Standards 2021. The ultimate responsibility for finalizing material topics and sustainability disclosures, including the external assurance process, rests with the Board of Directors. Oversight is provided through the Risk Management Committee, which is chaired by an Independent Director, with active engagement from senior executives.

Feedback

We value stakeholder feedback as an important input for enhancing our reporting practices and sustainability performance. Feedback, suggestions and queries regarding this report may be shared with us at: **investors@sailife.com**

Scale is often measured by size. We measure it by depth.

As our business has grown, so too has its substance. We have expanded not only our reach, but also the breadth of programs we undertake, the scientific expertise we bring to them and the integration of capabilities that underpin execution. The result is a stronger, more connected organization equipped to support increasing complexity without compromising agility or quality.

This increasing density strengthens how we partner with our customers: enabling continuity from discovery through development and manufacturing while enhancing the precision and reliability of outcomes.

Alongside this, we have embedded sustainability into the core of our operations, ensuring that as our work intensifies, its impact remains responsible and forward-looking.

Growth, for us, is not just about becoming bigger. It is about becoming more capable, connected and complete.



ABOUT US

The Core Story

We accelerate the progression of molecules from discovery to commercialization through integrated scientific capabilities, global delivery and specialised expertise. This enables biotech and pharmaceutical innovators to bring transformative therapies to patients faster.

Sai Life Sciences is an innovator-focused, full-service Contract Research, Development and Manufacturing Organization (CRDMO) headquartered in Hyderabad, India. With over 27 years of experience, we provide end-to-end solutions across discovery, development and manufacturing for small molecule new chemical entities, with growing capabilities in newer modalities including peptides, antibody-drug conjugates (ADCs) and oligonucleotides.

Operating across both CRO and CDMO segments, we partner with more than 300 global pharmaceutical and biotechnology companies, supporting complex programs with a strong emphasis on quality, execution timelines and operational dependability.

Our global delivery model combines proximity to key innovation hubs in the United States and the United Kingdom with large-scale research, development and manufacturing capabilities in

India. This enables a seamless transition from early-stage research to commercial production.

Backed by scientific rigour, advanced infrastructure and a highly skilled workforce, we strengthen long-term partnerships, expand capabilities and drive sustainable growth, while contributing to the development of next-generation therapies worldwide.





The Sai Way

The Sai Way is grounded in a clear and purposeful belief: advancing science to create a healthier future.

At its core is a commitment to accelerating the discovery and development of complex small molecules, driven by the conviction that science can meaningfully improve lives. This pursuit is deeply influenced by the spiritual teachings of Shirdi Sai Baba—Shraddha (faith and conviction) and Saburi (patience and perseverance)—which shape a culture that combines ambition with resilience.

Equally central is the belief that progress is strongest when it is shared. “Make It Better Together” reflects a partnership-first mindset, where collaboration with clients and within teams is fundamental to delivering better outcomes, faster. Together, these principles define not just how work is done, but why it matters.



To advance the frontiers of science with our partners, delivering solutions that bring innovative medicines to patients worldwide.



Our Values



Integrity

Doing what is fundamentally right.



Respect

Treating people as we would like to be treated.



Transparency

Having the confidence to share full knowledge of a problem openly.



Collaboration

Working together as one team to deliver in a complex world.



Ownership

Taking pride in our contribution to a project and acting as an owner.



Reliability

Delivering on time and to specification, as promised, so customers can depend on us.

COMPETITIVE EDGE

The Quiet Advantage

We have built a differentiated platform that combines scientific depth, integrated capabilities and execution discipline, enabling us to support complex programs and scale alongside global innovators.

Integrated Platform Across the Value Chain

Our fully integrated CRDMO brings discovery, development and manufacturing into a unified framework. This enables seamless progression of molecules across stages, reduces transition inefficiencies, improves execution timelines and strengthens program visibility. Early-stage engagement enables long-term collaboration and supports seamless scale-up.

Scientific Depth and Capability Expansion

Our capabilities are anchored in strong scientific expertise, complemented by ongoing investment in emerging areas. We are expanding across complex modalities, including peptides, antibody drug conjugates and oligonucleotides, while strengthening program visibility. The integration of advanced tools and technologies enhances productivity, accelerates timelines and enables us to address increasingly complex scientific challenges.

Global Delivery Model with Scalable Infrastructure

Our operating model combines proximity to innovation hubs with cost-efficient scale. Research and development presence in key global centres is complemented by large scale infrastructure in India, enables flexibility, scalability and consistent execution across programs.

Trusted Partner to Global Pharma

Long-standing relationships with leading global pharmaceutical companies, built on a foundation of trust, scientific collaboration and a consistent track record of delivery, position us as a preferred strategic partner. Our ability to support programs from early discovery through commercial manufacturing, while delivering quality, regulatory compliance and execution reliability, has enabled deeper customer engagement and repeat business across multiple development stages.

Quality, Compliance and Execution Discipline

A consistent track record of regulatory compliance sustains our operations. Successful customer and regulatory audits reflect the strength of our systems and processes. Digital integration across quality systems enhances execution consistency and operational control.

Resilient and Diversified Business Model

A balanced and resilient portfolio, supported by a diversified client base and varied engagement models, provides stability. Our presence across both pharmaceutical and biotech companies, along with a growing pipeline of late-stage and commercial molecules, provides stability while supporting sustained growth.

MILESTONES

Our Defining Moments

1999

- Incorporated in Hyderabad, India
- Commenced operations in Unit I (Hyderabad) as provider of Medicinal Chemistry services to US biotechs

2009

- Successful USFDA inspection at Unit IV, Bidar (GMP manufacturing site)
- Established DMPK services in Pune

2014

- TATA Capital and HBM Healthcare Investments came onboard as private equity partners

2007

- Sequoia Capital came onboard as venture investor

2012

- Made strategic pivot to CMC services; expanded process R&D and analytical R&D capacity at Unit II

2004

- Added GMP capacity at Unit I (Hyderabad)
- Acquired manufacturing capacity at IDA Bollaram, India (Unit III) and Bidar, India (Unit IV)

2002

- Opened R&D laboratories (Unit II) at IKP Knowledge Park, Hyderabad

2006

- Received investment from Advantium LLC
- Commenced Medicinal Chemistry operations at Pune, India (Unit V)

2011

- Received AAALAC accreditation for Animal facility

2008

- Successful USFDA inspection at Unit I, LB Nagar, Hyderabad
- MPM Capital came onboard as venture investor

2013

- Successful USFDA inspections at Unit IV and Unit-1
- Commissioned specialised capabilities and additional capacity with production Blocks 5 and 6 at Unit IV

2019

- Launched SaiNxt, an organization transformation initiative with US\$150M investment commitment over a 4-year period

- International expansion: Set-up labs in Manchester, UK and Greater Boston, USA

- New intermediate production block 8 commenced operations at Bidar (Unit-IV); consolidated Unit-1 operations into Unit IV.

2017

- Production Block 7 with 130 KL capacity commenced operations

2021

- Opened new discovery biology block at Unit II (Hyderabad)
- Became a signatory to the United Nations Global Compact (UNGC).

2023

- Doubled DMPK capacity and Vivarium
- Inked strategic agreement with Schrödinger's to set up their first dedicated offshore research laboratories in India
- Set-up GMP kilo lab at Manchester site
- Production block-12 commenced operations

2025

- Certified as a Great Place To Work
- Opened dedicated facility for Veterinary APIs (Unit VI) in Bidar, India
- Became a signatory to the UN Women's Empowerment Principles
- Validated and approved targets under Science Based Targets Initiative (SBTi)

2015-2017

- Units I, II, IV and V clear USFDA audits; Unit IV clears PMDA audit

2020

- Became the first India-based company to join the Pharmaceutical Supply Chain Initiative (PSCI)
- Opened new 83,000 sq. ft. Research and Technology facility at Hyderabad R&D Campus (Unit II)
- Released company's first Sustainability Report.

2024

- Added API developability and pre-formulations capability at Unit II, Hyderabad
- Listed on the Indian bourses – NSE and BSE
- Production block-11 commenced operations

2026

- Opened first facility (Med Chem Block) at new greenfield R&D campus (Unit VIII) in IKP Hyderabad
- Achieved EcoVadis Platinum Rating

2018

- TPG Capital joined as private equity partner
- Made foray into Biology services

2022

- Consolidated Unit V operations in Hyderabad creating a fully-integrated Discovery to Development site.
- Opened dedicated Hi-Potent block

MD AND CEO'S LETTER



"This year marked meaningful progress in our sustainability journey. Our Bidar manufacturing facility now operates on 100% renewable energy and both our Hyderabad (Unit 2) and Bidar (Unit 4) facilities achieved Platinum-level Zero Waste to Landfill certification. We were also recognised with an EcoVadis Platinum medal, placing us in the top 1% of companies assessed globally and continued to advance our FY 2025-30 Water Neutrality Strategy to strengthen water resilience across our operations."

Dear Shareholders,

FY 2025-26 has been a year of steady progress for Sai Life Sciences, one that reflects both the strength of our integrated CRDMO model and India's growing role as a strategic partner in global pharmaceutical innovation. As I reflect on the year gone by, I am proud of what we have built together: a platform that continues to earn the trust of many of the world's leading pharmaceutical companies and one that is expanding its contribution across the drug discovery, development and manufacturing value chain.

Building on Strong Fundamentals

The global economy recorded a GDP growth rate of 3.5% in CY2025. Large pharma companies continue to consolidate the full lifecycle of drug development, from early discovery to commercial manufacturing, increasingly moving this work to India, mirroring a trend that has previously played out in China. Encouragingly, biotech funding has shown a strong recovery, with year-to-date funding up 52% year-on-year and April 2026 funding reaching USD 10.6 billion, up over 4% year-on-year, alongside a marked strengthening in IPO activity.

While funding conditions for larger, late-stage biotechnology companies remain selective, the broader recovery in the sector supports CRDMO demand through increased outsourcing activity and the advancement of development programs. We are also closely monitoring the evolving global trade environment, including potential tariff-related developments and are encouraged that large pharma companies are increasingly structuring deals in ways that mitigate tariff exposure. At the same time, ongoing geopolitical tensions, including the situation in the Middle East, continue to impact input costs and disrupt supply chain logistics and we remain watchful of these near-term headwinds even as our customer conversations and visibility give us confidence as we enter FY 2026-27.

Preparing for What Comes Next

As the pharmaceutical industry undergoes significant change driven by the rise of new modalities, evolving regulatory expectations and the growing use of artificial intelligence

in drug discovery, we have been thoughtful in shaping our strategy. Our focus has been not only on responding to today's opportunities, but also on strengthening the expertise, technologies and capabilities that we believe will matter most over the coming decade.

On the regulatory front, the FDA's increasing push towards new approach methodologies is expected to reshape discovery workflows over the coming years. While animal testing remains relevant across complex toxicology and global regulatory environments, we anticipate growing demand for biology-heavy discovery services, including in-vitro biology, human cell-based assays and organoids. We have been investing in these capabilities for several years and we believe this will allow us to play a broader role in supporting discovery programs and advancing innovation.

We are building a platform that enables AI to be embedded across core scientific workflows, improving productivity, route design, scale-up efficiency and data exchange with partners, while being mindful of customer confidentiality and IP obligations. We see AI as a powerful tool that can enhance the way scientific work is carried out, while complementing the experience and judgment that remain central to drug discovery and development. Over the next 18 to 24 months, we expect AI and digital capabilities to move from supporting functions into a more central role within scientific and development operations.

A Year of Strong Execution

FY 2025-26 was a year of strong financial performance. Total revenue grew by 29% year-on-year, EBITDA grew by 56% and profit after tax grew by 105%, reflecting strong execution across the business and careful management of costs and the benefits of investments made over the last several years.

We enter FY 2026-27 with an investment plan of ₹1,100–1,300 Cr., the largest in our history. Of this, 75% is directed towards capacity expansion and 25% towards capability, technology and AI. These investments are being made with clear customer demand and are being planned in close alignment with our large pharma partners. They reflect our confidence in the opportunities ahead and our commitment to ensuring that we continue to meet the evolving needs of customers across discovery, development and manufacturing.

Partnerships That Continue to Grow

Both our CRO and CDMO segments delivered healthy growth during the year. The CDMO business grew by 33%, supported by increased contributions from large pharmaceutical clients, a growing portfolio of late-stage

molecules and strong commercial supply execution. As these programs advance through the development cycle, we are seeing greater opportunities to contribute across multiple stages of our customer journeys.

The CRO business grew by 24%, driven by deeper engagement with global pharma clients who are establishing or expanding their India-based discovery capabilities — a trend that was only beginning to emerge a few years ago and is now gaining meaningful momentum. As these relationships evolve, we are increasingly working alongside our customers on a broader range of scientific challenges, reflecting the trust they place in our teams and capabilities.

Broadening Our Scientific Strengths

Several milestones make FY 2025-26 a particularly significant year for Sai. We added four new commercial molecules to our portfolio, taking the total to 34, with at least three expected to contribute meaningfully to revenues in FY 2026-27. We also expanded our large pharma client base to 19 of the top 25 global pharmaceutical companies, reflecting the growing relevance of our integrated offerings.

In terms of capabilities, we continued to invest in next-generation modalities, including antibody-drug conjugates, peptides and oligonucleotides, while scaling automation and high-throughput biology within our discovery platform.

We also established the Sai Academy, an internal capability development initiative led by a senior research leader from large pharma, to ensure that knowledge, experience and scientific rigor are shaped consistently across the organization, strengthening our ability to develop talent and support customers at the highest standards.

Responsibility at Every Step

At Sai Life Sciences, we recognise that our long-term success is closely linked to how we conduct ourselves as an organization, towards our people, our communities and the environment. Our sustainability framework is integrated into our business model, with ongoing investments in safety, responsible sourcing and energy efficiency. We are committed to maintaining the highest standards of quality and regulatory compliance across all our facilities, while creating a workplace where scientific talent is nurtured, diversity is respected and professional growth is supported.

This year marked meaningful progress in our sustainability journey. Our Bidar manufacturing facility now operates on 100% renewable energy and both our Hyderabad (Unit 2) and

Bidar (Unit 4) facilities achieved Platinum-level Zero Waste to Landfill certification. We were also recognised with an EcoVadis Platinum medal, placing us in the top 1% of companies assessed globally and continued to advance our FY 2025-30 Water Neutrality Strategy to strengthen water resilience across our operations.

As we grow, we carry forward a sense of responsibility that is grounded in the values of Shraddha and Saburi, conviction in what we do and patience in how we do it. These values shape the decisions we make, the relationships we build and the way we approach our work every day.

Looking Ahead

None of this progress would have been possible without the commitment of our people, who bring dedication and rigor to their work every single day. I am equally grateful to our Board for their guidance, our clients for the trust they place in us and to you, our shareholders, for your continued support and belief in what we are building.

The opportunity ahead for Sai Life Sciences and for India in the global pharmaceutical landscape, is significant. We enter FY 2026-27 with confidence in our direction, strong customer relationships and a clear focus on execution. As we look ahead, our commitment remains unchanged: to deepen our scientific expertise, broaden our contribution to our customers' success and continue building a company that creates lasting value for all its stakeholders.

Warm regards,

Krishna Kanumuri

Managing Director and Chief Executive Officer
Sai Life Sciences Limited

SNAPSHOT OF FY 2025-26

Our numbers at a glance

Financial Performance

₹ 2,192 Cr.

Revenue

₹ 349 Cr.

Profit After Tax

29%

Revenue Growth (YoY)

105%

PAT Growth (YoY)

Operational and Business Metrics

300+

Customers

4

Global Locations

27+ Years

Track Record

>65%

Integrated Drug Discovery (IDD)

50+Programs Advanced to
Candidate Selection/IND/
Phase I/II/III**34**

Commercial Molecules

11Phase III Molecules/ Pre-
registration Molecules**5**Molecules from
Discovery to Market**11+ Years**Long-term Customer
Relationships

Sustainability and Resource Efficiency

80%

Renewable Energy Consumption

35,972 tCO₂e

GHG Emissions Avoided

43%

Water Recycled

95.64%

Landfill Diversion Rate

8,266

Trees Planted

People and Social Impact

5,200+

Total Workforce
(Employees + Contract)

14.9 %

Women Employees in
Workforce

0

LTIFR and LTISR

30,074

CSR Beneficiaries

₹ 2.86 Cr.

CSR Spent

Governance and Compliance

17%

Women on Board

100%

Code of Conduct Training Coverage

0

Cases of Corruption and
Bribery

0

Cybersecurity Breaches

BUSINESS OVERVIEW

The Way We Work

Integrated Solutions Across the Drug Lifecycle

We operate as an integrated Contract Research, Development and Manufacturing Organization (CRDMO), providing a unified platform spanning discovery, development and commercial manufacturing. This model supports continuity across the molecule lifecycle, reducing hand offs and improving execution timelines, efficiency and program outcomes.

By combining CRO and CDMO capabilities within a single framework, we enable early-stage collaboration and long-term partnerships through a 'follow the molecule' approach. This ensures smooth technology transfer, reduced development timelines and consistency from research through to commercial supply.

Our platform is built on
three defining pillars

- ▲ P1 — **Seamless integration** across discovery, development and manufacturing
- ▲ P2 — **Regulatory excellence** with global compliance (US FDA, PMDA and others)
- ▶ P3 — **Scalable and flexible delivery models** supporting emerging biotech and large pharmaceutical companies





Engagement Models

We engage with customers through flexible commercial structures aligned to project scope and collaboration depth.

Full-Time Equivalent (FTE) Model

Dedicated scientific teams aligned with client programs, enabling close collaboration and faster iteration cycles

Fee-for-Service (FFS) Model

Defined project execution with clearly scoped deliverables across development and manufacturing

One Platform Across Three Phases

Discovery (CRO)



Development (CRO and CDMO)



Manufacturing (CDMO)

Our integrated platform supports the entire lifecycle

- ▶ Drug discovery and preclinical research
- ▶ IND-enabling studies and regulatory support
- ▶ Process development and analytical validation
- ▶ Clinical trial material supply (Phase I–III)
- ▶ Commercial manufacturing and global supply

CRO Services

Integrated Discovery Capabilities

Our discovery platform integrates chemistry, biology and DMPK into a cohesive offering, supporting programs from target identification through IND-enabling stages. Increasingly, over 65% of our discovery programs are delivered through integrated models, utilising automation and advanced analytical tools.

Core Capabilities

- ▶ Medicinal chemistry supported by computational drug discovery
- ▶ Integrated biology and pharmacology research
- ▶ DMPK and toxicology studies
- ▶ Preclinical research and IND-enabling support

Differentiators

- ▶ Tech-enabled discovery through AI-driven retrosynthesis, high-throughput experimentation and in-silico modelling
- ▶ Advanced preclinical systems using organoids and spheroids for improved predictability
- ▶ Globally connected delivery model, combining our Hyderabad campus with a biology laboratory in Boston to enable seamless collaboration and knowledge exchange
- ▶ Dedicated innovation infrastructure designed to support long-term partnerships with global innovators

Expanding Modalities

We are advancing capabilities into high-value therapeutic modalities

- ▶ Peptides
- ▶ Antibody-drug conjugates (ADCs)
- ▶ Targeted protein degradation (TPDs)
- ▶ Oligonucleotides and cell and gene therapies





Development and Manufacturing Excellence

Our CDMO platform delivers integrated Chemistry, Manufacturing and Controls (CMC) services, from IND to commercial supply. We support a wide spectrum of molecules, including complex small molecules and emerging modalities.

Core Capabilities

- ▶ Process development, route optimization and scale-up
- ▶ Analytical development and validation
- ▶ Clinical trial supplies (Phase I-III)
- ▶ API manufacturing and commercial supply
- ▶ Technology transfer and lifecycle management

Strengths

- ▶ Expertise in complex chemistry, including ADC payloads, linkers and specialised intermediates
- ▶ Flexible manufacturing capabilities, from early-phase clinical supply to commercial production
- ▶ Established global regulatory track record with adherence to US FDA and PMDA standards
- ▶ Diverse and active pipeline of approximately 160 programs across therapy areas

Infrastructure

- ▶ Advanced GMP-compliant facilities across India and the UK
- ▶ Digitally enabled, automated and sustainability-led manufacturing systems

Emerging Modalities

Building the Next Growth Engine

We are strengthening capabilities in emerging therapeutic modalities to support future innovation

Peptides

Expanding from fragment supply to full-scale manufacturing

ADCs

Enhancing discovery conjugation capabilities and advancing towards clinical-scale manufacturing

Oligonucleotides

Supporting development to commercial stages with focus on key intermediates

Lipids

Scaling capacity to support growing demand

A Scalable, Integrated Growth Model

Our diversified portfolio across discovery, development and commercial manufacturing, creating a resilient and business model. Strong client retention, integrated program execution and an increasing share of complex modalities, strengthen our position as a long-term partner to global innovators.



Growth is often seen in how far a business can reach.

We see it in how deeply it can evolve.

Our strategy is shaped by this belief, focusing on strengthening the core, building differentiated capabilities and creating value that resonates across every layer of the business. Each step forward is intentional, designed to deepen our presence, sharpen our edge and unlock sustained performance.



GLOBAL PRESENCE

Connected for Innovation and Efficiency

Our global infrastructure network combines discovery and development laboratories located within leading innovation hubs in Greater Boston, US and Manchester, UK, with large-scale research and manufacturing facilities in India. This integrated footprint enhances customer proximity, scientific collaboration and cost-efficient execution across the pharmaceutical value chain.

Greater Boston, USA

Exploratory Biology Lab in the Cambridge-Boston life sciences ecosystem.

Manchester, UK

Process R&D Lab in Alderley Park, a major science and innovation hub.

Bidar, India

700 KL cGMP manufacturing, serving highly regulated markets including the USA, UK, EU and Japan.

Hyderabad, India

Integrated R&D Campus in Genome Valley, India's premier life sciences cluster.

BUSINESS STRATEGY

Where Focus Meets Foresight

Our strategy centres on building a science-led, globally scaled CRDMO by strengthening capabilities, expanding capacity and deepening long term client partnerships.

Three Pillars of Growth

01

Scientific depth to address increasing molecule complexity

02

Technological differentiation to improve speed and productivity

03

Global scale to support growing outsourcing demand

Deepening Client Partnerships

We are strengthening our role as a strategic partner by expanding integrated discovery programs and increasing early-stage engagements with global pharmaceutical companies. Long-term development contracts and dedicated resource models are building a strong pipeline that transitions into late-stage and commercial manufacturing, improving visibility and continuity.

Capacity and Capability Expansion

We are investing ahead of demand to support future requirements. Expansion across discovery infrastructure, process research and manufacturing facilities, along with new production blocks and specialised capabilities, is aligned with increasing demand for integrated services and complex molecule development.

Enhancing Operational Excellence and Productivity

Our focus remains on improving efficiency and scalability through digital initiatives, automation and structured transformation programs. The development of an AI-driven roadmap is expected to enhance productivity, optimise resource utilization and strengthen operational consistency.

Positioning for Structural Industry Opportunities

We are well placed to benefit from long-term industry developments, including supply chain diversification and increasing outsourcing to India. Strong relationships with global pharmaceutical companies and integrated capabilities position us to capture these opportunities effectively over a multi-year horizon.

Expanding into Adjacent Areas

We are selectively entering adjacent segments and advancing technology-led capabilities to broaden our offering. These include initiatives in animal health and continued progress across emerging modalities, strengthening our relevance in the evolving pharmaceutical landscape.

Focus on Disciplined and Sustainable Growth

As we scale, we remain focused on disciplined execution, talent development and responsible growth. By aligning investments with long-term demand and maintaining operational rigor, we are building a resilient platform for sustained performance and value creation.

BUSINESS MODEL

Creating Holistic value through Innovation

Inputs

**Financial Capital**

We deploy capital strategically to scale research capabilities, expand manufacturing infrastructure and invest in advanced technologies to drive sustainable growth.

₹2,484 Cr
Net Worth

₹633 Cr
Capex

**Manufactured Capital**

Our integrated network of research and manufacturing facilities enables seamless transition from discovery to commercialization.

4
R&D centres

2
Manufacturing facilities

12+
API blocks

5+
Global regulatory approvals

**Intellectual Capital**

Our scientific expertise and innovation capabilities support complex chemistry, process development and drug lifecycle solutions.

2,600+
Scientists

34
Active commercial molecules

**Human Capital**

Our skilled workforce underpins execution excellence across research, development and manufacturing.

5,224
Total Workforce

1,512+
Average Training Hours

14.9%
Women in Workforce

88%
Retention rate

**Social and Relationship Capital**

We maintain long-standing relationships with global pharmaceutical and biotech companies, enabling repeat business and collaboration.

300+
Global clients

>90%
Repeat business

**Natural Capital**

We optimise resource utilization across operations through efficient energy, water and waste management practices.

385,999 GJ
Energy consumed

57%
Waste recycled

35,972 tCO₂e
GHG Emissions avoided

Our Value Creation Engine

DISCOVERY

Enabling identification and optimization of lead molecules through strong capabilities in medicinal chemistry and biology

DEVELOPMENT

Advancing molecules through process development, scale-up and clinical manufacturing with speed and precision

MANUFACTURING

Delivering high-quality products at a commercial scale, aligned with global regulatory standards

INTEGRATION ADVANTAGE

A seamlessly integrated CRDMO platform enabling efficient transition from discovery to development to manufacturing, improving timelines, flexibility and delivery reliability

ENABLED BY

01

Deep expertise in complex chemistry and process development

02

Integrated research and manufacturing infrastructure

03

Robust quality and regulatory compliance systems

04

Strong execution and operational excellence

Output

**Financial Capital**

We generate consistent financial performance supported by a diversified pipeline and long-term contracts.

₹2,192 Cr
Revenue

₹661 Cr
EBITDA

₹349 Cr
PAT

**Manufactured Capital**

We deliver high-quality production across clinical and commercial stages with strong compliance standards.

19/25
Largest Pharmaceutical Customers

Consistent
On-time delivery

2+
Regulatory audits cleared

155 programs
In the pipeline across multiple therapy areas

**Intellectual Capital**

We strengthen our development pipeline through scientific advancements and process excellence.

11
Phase III/ pre-registration

34
Programs advanced to Candidate Selection/ IND or Phase I/II/III

**Human Capital**

We build a capable and safety-focused workforce delivering high productivity and innovation.

100%
Training coverage

0
LTIFR

13
First-aid cases

82%
Trust Index Score

**Social and Relationship Capital**

We deepen partnerships and strengthen stakeholder trust across the value chain.

Customer Base	
CDMO Business	CRO Business
94% Pharma	48% Pharma
6% Biotech	52% Biotech

**Natural Capital**

We improve environmental performance through responsible operations.

174 Mwh
Energy saved

43%
Water recycled

95+%
Waste diverted from landfill

Stakeholders Impacted

UN SDGs

- Investors and Shareholders
- Government and Regulatory Bodies



- Customers / Clients
- Government and Regulatory Bodies
- Suppliers and Business Partners



- Customers / Clients
- Investors and Shareholders
- Policy Makers and Industry Bodies



- Employees
- Local Communities



- Customers / Clients
- Suppliers and Business Partners
- Policy Makers and Industry Bodies
- Investors and Shareholders



- Local Communities
- Government and Regulatory Bodies
- Suppliers and Business Partners



DOUBLE MATERIALITY ASSESSMENT

Dual Perspective on Materiality

In FY 2025-26, we conducted a comprehensive Double Materiality Assessment (DMA) to identify and prioritise sustainability topics that are most relevant to our business and stakeholders. The assessment was undertaken in alignment with the GRI Standards for impact materiality and SASB framework for financial materiality, while remaining conceptually aligned with evolving global expectations such as ESRS.

The DMA evaluates sustainability from two complementary perspectives impact materiality (our impact on the environment and society) and financial materiality (risks and opportunities affecting enterprise value). This dual lens enables us to embed ESG considerations into strategy, risk management and disclosures, while responding to stakeholder expectations and regulatory developments.

Our Approach

- 01 Identification of Topics**
 A comprehensive benchmarking exercise was undertaken to identify the universe of material topics. This included a review of GRI, SASB, ESRS and other relevant frameworks, regulatory requirements, peer disclosures and internal risk registers to establish a robust pool of sustainability topics.
- 02 Stakeholder Engagement and Capacity Building**
 Capacity-building sessions and stakeholder consultations were conducted with CXOs, senior management, employees, customers, suppliers, research institutions and industry associations to build awareness of double materiality and gather diverse perspectives on sustainability priorities.
- 03 Data Collection and Deep Dives**
 Structured surveys, workshops and evidence-based assessments were used to evaluate impact and financial materiality. These engagements provided deeper insights into value chain impacts, dependencies, risks and opportunities across the business.
- 04 Prioritization of Topics**
 Stakeholder responses were consolidated and weighted based on influence and perspective. A structured risk matrix was then applied to assess and prioritise topics across impact and financial materiality dimensions, supported by management review.
- 05 Validation**
 The assessment outcomes were reviewed and validated through discussions with the CSR and Sustainability Board Committee and the ESG Steering Committee to ensure alignment with governance priorities and strategic objectives.
- 06 Final Approval and Integration**
 Following approval by senior management, the prioritised material topics were integrated into governance processes, ESG roadmaps, target setting, disclosures and strategic decision-making across the organization.

Assessment Framework Impact Materiality (Inside-Out)

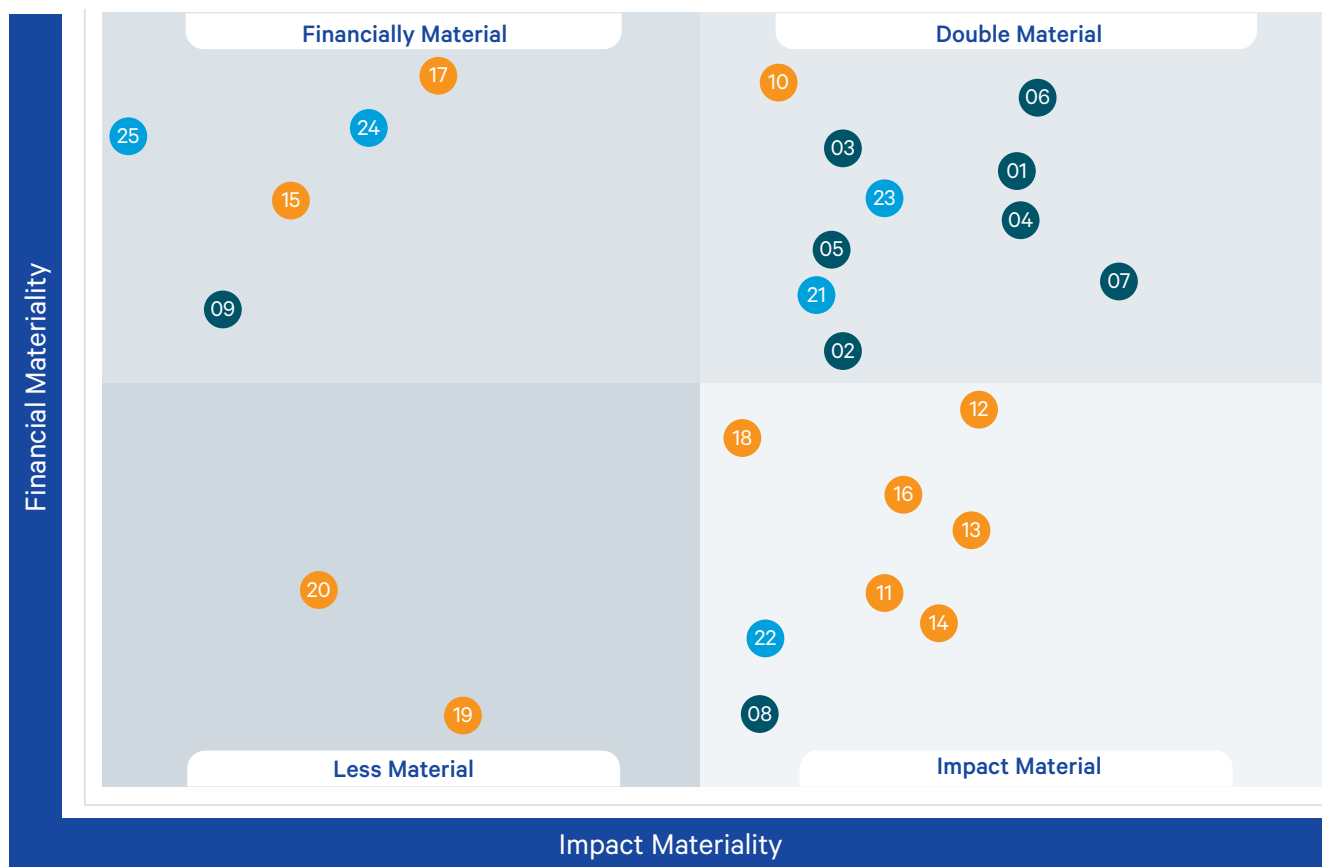
Focuses on the organization's impact on society and the environment, assessed using

- Scale
- Scope
- Irremediability

Financial Materiality (Outside-In)

Evaluates how ESG risks and opportunities affect financial performance, based on

- Magnitude of impact
- Likelihood of occurrence



Environment	
01	Climate Change
02	GHG Emissions
03	Energy
04	Water Stewardship
05	Air Emissions
06	Effluents and Waste
07	Solid Waste Management
08	Biodiversity
09	Climate Change – Physical Impacts

Social	
10	Occupational Health and Safety
11	Employment
12	Labour / Management Relations
13	Training and Education
14	Diversity and Equal Opportunity
15	Human Rights and Community Relations
16	Local Communities
17	Customer Health and Safety
18	Supplier ESG Assessment and Screening
19	Child Labour
20	Forced or Compulsory Labour

Governance	
21	Business Ethics
22	Anti-corruption
23	Procurement Practices
24	Data Security
25	Customer Privacy

Material Topic	Key Focus Areas	GRI Mapping	SASB Topic and Code (HC-BP)	SDGs	Key Risks
Climate Change	- Decarbonization strategy and transition planning - Climate risk (transition) assessment - Integration into business strategy - Regulatory alignment and disclosures	GRI 201 GRI 305	GHG Emissions / Energy Management HC-BP-130a.1, HC-BP-130a.2	 	Carbon pricing and evolving climate regulations; transition risks; physical climate impacts on operations and supply chain; increased energy costs.
GHG Emissions	- Scope 1, 2 and key Scope 3 measurement - Emissions reduction initiatives - Low-carbon technologies - Transparency	GRI 305	GHG Emissions HC-BP-130a.1, HC-BP-130a.2		Higher emissions leading to regulatory penalties, customer scrutiny, investor concerns and increased carbon-related costs.
Energy	- Energy efficiency - Renewable energy share - Monitoring and optimization	GRI 302	Energy Management HC-BP-130a.2	 	Rising energy prices, grid reliability issues, inadequate renewable energy availability, and operational disruptions.
Water Stewardship	- Optimising water consumption - Recycling and reuse - Effluent treatment	GRI 303	Water Management HC-BP-140a.1, HC-BP-140a.2		Water scarcity, regulatory restrictions, operational disruptions in water-stressed regions and community conflicts.
Air Emissions	- NOx, SOx and particulate control - Continuous monitoring - Cleaner production	GRI 305	Hazardous Waste Management HC-BP-150a.1 (proxy)	 	Non-compliance with emission standards, regulatory action, community complaints and reputational damage.
Effluents and Waste	- Effluent treatment and safe discharge - Hazardous and non-hazardous waste management - Reducing environmental impact	GRI 303 GRI 306	Hazardous Waste Management HC-BP-150a.1, HC-BP-150a.2	 	Environmental contamination, permit violations, penalties, remediation costs and operational shutdowns.
Solid Waste Management	- Waste segregation and minimization - Recycling and circularity - Safe disposal	GRI 306	Hazardous Waste Management HC-BP-150a.1, HC-BP-150a.2		Improper hazardous waste disposal, increasing disposal costs, regulatory non-compliance and environmental liabilities.
Biodiversity	- Impact on ecosystems - Habitat and biodiversity protection - Responsible land-use	GRI 304	(No dedicated SASB code for pharma)		Habitat degradation, land use restrictions, stakeholder opposition and regulatory scrutiny.

Material Topic	Key Focus Areas	GRI Mapping	SASB Topic and Code (HC-BP)	SDGs	Key Risks
Climate Change – Physical Impacts	- Business continuity planning - Infrastructure resilience - Supply chain disruption	GRI 201	GHG Emissions / Climate Risk HC-BP-130a.1		Extreme weather events disrupting operations, infrastructure damage, supply chain interruptions and business continuity risks.
Occupational Health and Safety	- Workplace safety systems - Risk prevention and incident management - Health monitoring and safety training	GRI 403	Employee Health and Safety HC-BP-320a.1, HC-BP-320a.2	 	Workplace injuries, chemical exposure, operational downtime, legal liabilities, and increased insurance costs.
Employment	- Fair employment practices - Employee wellbeing - Retention and stable work environment	GRI 401	Employee Recruitment, Development and Retention HC-BP-330a.1, HC-BP-330a.2, HC-BP-330a.3		Talent attraction and retention challenges, high employee turnover, skill shortages and reduced productivity.
Labour / Management Relations	- Transparent management–employee communication - Structured grievance redressal	GRI 402	Employee Recruitment, Development and Retention HC-BP-330a.1		Employee grievances, industrial disputes, lower workforce morale and business disruptions.
Training and Education	- Technical and leadership training - Skill development aligned with business needs	GRI 404	Employee Recruitment, Development and Retention HC-BP-330a.1, HC-BP-330a.2		Skills gaps, reduced innovation, lower productivity and inability to meet evolving customer or regulatory requirements.
Diversity and Equal Opportunity	- Inclusive workplace - Diversity-focused policies - Awareness initiatives	GRI 405	Employee Recruitment, Development and Retention HC-BP-330a.3	 	Discrimination claims, reduced innovation, talent retention issues and reputational impacts.
Human Rights and Community Relations	- Human rights due diligence - Community engagement and grievance mechanisms	GRI 412 GRI 413	Supply Chain Management HC-BP-430a.1	 	Human rights violations, community opposition, project delays, litigation and reputational damage.
Local Communities	- Community health, education and livelihood initiatives - Stakeholder engagement	GRI 413	Access to Medicines (adjacent) HC-BP-240a.1		Community dissatisfaction, social licence to operate risks, project delays and stakeholder conflicts.
Customer Health and Safety	- Product quality and safety standards - Regulatory compliance	GRI 416	Drug Safety HC-BP-250a.1, HC-BP-250a.2, HC-BP-250a.3		Product quality failures, GMP non-compliance, product recalls, regulatory enforcement and customer loss.

Material Topic	Key Focus Areas	GRI Mapping	SASB Topic and Code (HC-BP)	SDGs	Key Risks
Supplier ESG Assessment and Screening	- ESG evaluation in supplier selection - Ongoing supplier monitoring	GRI 308 GRI 414	Supply Chain Management HC-BP-430a.1, HC-BP-430a.2	 	Supplier non-compliance, supply chain disruptions, ESG-related customer concerns and reputational risks.
Child Labour	- Zero-tolerance approach - Supplier checks and periodic audits	GRI 408	Supply Chain Management HC-BP-430a.1		Human rights violations within the supply chain, legal action, customer disengagement and reputational damage.
Forced or Compulsory Labour	- Ethical labour practices - Monitoring and due diligence	GRI 409	Supply Chain Management HC-BP-430a.1		Regulatory sanctions, supply chain disruption, customer loss and reputational damage.
Business Ethics	- Code of conduct - Whistleblower and compliance mechanisms	GRI 205 GRI 206	Business Ethics HC-BP-510a.1, HC-BP-510a.2		Fraud, bribery, conflicts of interest, legal proceedings, financial penalties and reputational harm.
Anti-corruption	- Internal controls and corruption risk assessment - Employee awareness and training	GRI 205	Business Ethics HC-BP-510a.1		Bribery, corruption investigations, regulatory penalties, business restrictions and loss of stakeholder trust.
Procurement Practices	- Responsible sourcing - Supplier code of conduct - Procurement transparency	GRI 204	Supply Chain Management HC-BP-430a.1		Supply chain disruptions, unethical sourcing, supplier dependency, cost escalation and procurement fraud.
Data Security	- Cybersecurity systems to safeguard critical data - Risk monitoring and incident response	GRI 418	Management of Controlled Substances / Data Security (adjacent) HC-BP-210a.1 (proxy)	 	Cyberattacks, intellectual property theft, operational disruption, ransomware and regulatory penalties.
Customer Privacy	- Protection of customer data and confidentiality - Data privacy regulatory compliance	GRI 418	Management of Controlled Substances (adjacent) HC-BP-210a.1 (proxy)		Data breaches, privacy law violations, litigation, customer distrust and reputational damage.

Management of Material Issues for Sustainable Value Creation

Climate Change, GHG Emissions and Energy

Business Impact:

Risk and Opportunity



Business Case

Climate change and energy management have a direct bearing on operational resilience, cost efficiency, regulatory compliance and stakeholder confidence. Effective management of emissions and energy consumption helps reduce exposure to climate-related risks, strengthen business continuity, support customer expectations and enhance long-term competitiveness in the global CRDMO industry.

Business Strategies

Sai Life Sciences integrates climate considerations into its sustainability roadmap through initiatives focused on decarbonization, resource efficiency and responsible operations. The Company evaluates climate-related impacts across its operations and value chain while incorporating sustainability considerations into strategic planning, governance processes and risk management frameworks. Stakeholder expectations, regulatory developments and industry trends are also considered in shaping the Company's approach to climate action.

Targets, Metrics and Progress

Climate Change, GHG Emissions and Energy have been identified as Double Material topics due to their significant environmental impact and financial relevance. These areas remain integral to the Company's ESG roadmap and sustainability performance monitoring framework, supporting informed decision making and sustainable business performance.

Water Stewardship, Air Emissions and Waste Management

Business Impact:

Risk



Business Case

Efficient management of water, emissions and waste is critical for maintaining operational continuity, regulatory compliance and environmental responsibility. As a manufacturing-led organization, effective stewardship of natural resources helps minimise environmental impact, reduce operational risks and strengthen the Company's licence to operate across geographies. These areas are also increasingly important for customers, investors and regulators.

Business Strategies

Sai Life Sciences integrates climate considerations into its sustainability roadmap through initiatives focused on decarbonization, resource efficiency and responsible operations. The Company evaluates climate-related impacts across its operations and value chain while incorporating sustainability considerations into strategic planning, governance processes and risk management frameworks. Stakeholder expectations, regulatory developments and industry trends are also considered in shaping the Company's approach to climate action.

Targets, Metrics and Progress

Water Stewardship, Air Emissions, Effluents and Waste and Waste Management have been classified as Double Material topics, reflecting their importance from both impact and financial perspectives. Their prioritization supports focused governance oversight, risk mitigation and continuous improvement in environmental performance.

Occupational Health and Safety and Business Ethics

Business Impact:

Risk



Business Case

A safe workplace and strong ethical standards are fundamental to operational excellence, workforce well-being, business continuity and stakeholder trust. Effective management of occupational health and safety risks helps protect employees and contractors, while strong business ethics supports regulatory compliance, responsible conduct and long-term reputation. Together, these topics contribute to resilience, sustainable growth and enterprise value creation.

Business Strategies

Sai Life Sciences incorporates health, safety, governance and ethical considerations into its sustainability and risk management processes. The Company engages employees, leadership teams and other stakeholders through structured assessments and governance mechanisms to identify and address material risks and opportunities. These topics are embedded within strategic decision making and ESG oversight processes.

Targets, Metrics and Progress

Occupational Health and Safety and Business Ethics have been identified as Double Material topics requiring the highest level of strategic oversight and management attention. Their inclusion among the Company's priority sustainability topics reflects their significance to both organizational performance and stakeholder expectations.

STAKEHOLDER ENGAGEMENT

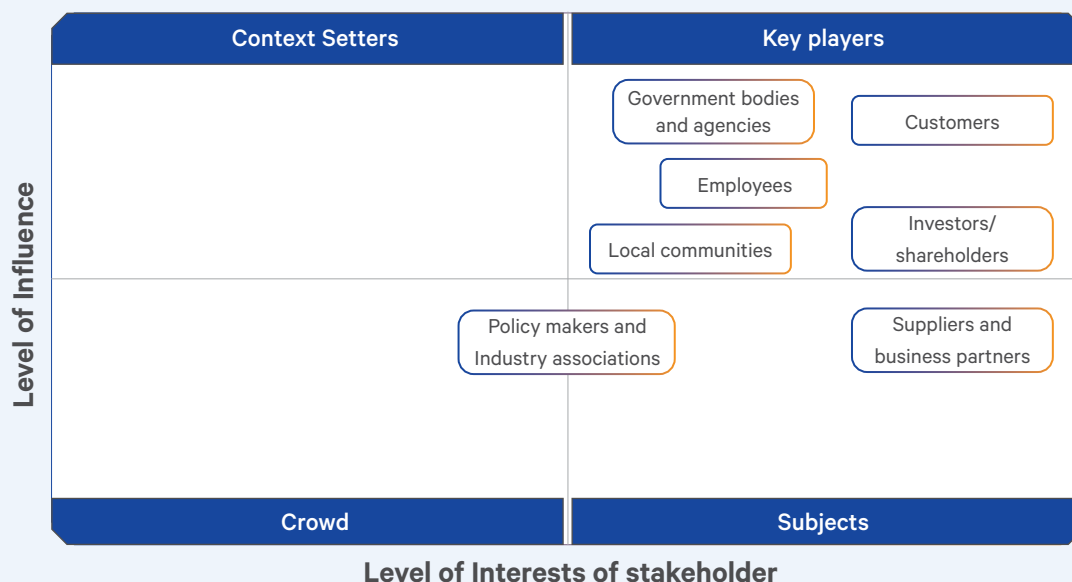
Partnerships that Progress

We follow a structured and inclusive stakeholder engagement framework aligned with global standards to identify, prioritise and respond to stakeholder expectations. This approach enables integration of material inputs into strategy, strengthens relationships and supports informed decision-making across operations.

Stakeholder Engagement Process



Interest Vs Influence





Employees

Our employees are critical to operational excellence, innovation and long-term business success.

Customers

Customers are key partners in delivering innovative and high-quality solutions across the pharmaceutical value chain.

Engagement Modes

Customer meetings, audits, surveys, contractual communications

Frequency

Ongoing / Quarterly

Key Concerns and Related Impact Areas

Product quality, regulatory compliance, delivery performance, sustainability requirements, data confidentiality

Aligned Material Impact Topics

Customer Health and Safety; Customer Privacy; Data Security; Climate Change; GHG Emissions

Interlinked Report Sections

[Human Capital](#)

Value Created

19/25 Largest Pharmaceutical Customers

UN SDGs Impacted



Investors and Shareholders

Investors and shareholders provide capital and strategic support for sustainable value creation.

Engagement Modes

Investor calls, annual general meetings, annual report, stock exchange disclosures

Frequency

Quarterly / Annual

Key Concerns and Related Impact Areas

Financial performance, ESG performance, governance practices, risk management, long-term strategy

Aligned Material Impact Topics

Climate Change; Climate Change – Physical Impacts; Business Ethics; Anti-corruption; Data Security

Interlinked Report Sections

[Intellectual Capital](#)

[Financial Capital](#)

Value Created

30+ Investor engagements conducted 3 ESG ratings and assessments

UN SDGs Impacted





Suppliers and Business Partners

Suppliers and business partners play a vital role in ensuring supply chain resilience and responsible sourcing.

Engagement Modes

Supplier meetings, audits, contracts, emails

Frequency

Annual / As required

Key Concerns and Related Impact Areas

Supply continuity, quality standards, ethical business practices, ESG compliance, delivery performance

Aligned Material Impact Topics

Supplier ESG Assessment and Screening; Procurement Practices; Child Labour; Forced or Compulsory Labour; Human Rights and Community Relations

Interlinked Report Sections

[Social and Relationship Capital](#)
[Governance](#)

Value Created

83% Critical Suppliers assessed for ESG
criteria 2 Supplier training programs

UN SDGs
Impacted



Government Bodies and Agencies

Government authorities and regulators help ensure compliance with applicable laws, regulations, permits and licences.

Engagement Modes

Regulatory filings, inspections, statutory submissions, official correspondence

Frequency

As required / Periodic

Key Concerns and Related Impact Areas

Regulatory compliance, environmental performance, permits, licences, statutory reporting

Aligned Material Impact Topics

Climate Change; GHG Emissions; Energy; Water Stewardship; Air Emissions; Effluents and Waste; Waste Management; Business Ethics; Anti-corruption

Interlinked Report Sections

[Governance](#)
[Natural Capital](#)

Value Created

2 Regulatory inspections completed
100% Compliance rate

UN SDGs
Impacted





Policy Makers and Industry Associations

Industry associations and policy makers support the advancement of responsible industry practices and regulatory alignment.

Engagement Modes

Industry forums, consultations, working groups, policy submissions

Frequency

Periodic / Event-based

Key Concerns and Related Impact Areas

Regulatory developments, industry standards, emerging sustainability requirements

Aligned Material Impact Topics

Climate Change; Climate Change – Physical Impacts; Business Ethics; Anti-corruption; Data Security

Interlinked Report Sections

[Governance](#)
[Natural Capital](#)

Value Created

3 Industry collaborations undertaken

UN SDGs Impacted



Local Communities

Local communities are important partners in creating shared value and supporting inclusive development.

Engagement Modes

Community meetings, CSR initiatives, grievance redressal mechanisms

Frequency

Ongoing / Annual

Key Concerns and Related Impact Areas

Environmental impacts, health and safety, local development, employment opportunities

Aligned Material Impact Topics

Local Communities; Human Rights and Community Relations; Water Stewardship; Biodiversity; Air Emissions; Effluents and Waste; Waste Management

Interlinked Report Sections

[Social and Relationship Capital](#)
[Natural Capital](#)

Value Created

30,074 Community beneficiaries reached
2.86 Cr. CSR investment

UN SDGs Impacted



RISK MANAGEMENT

The Discipline of Preparedness

We operate in a dynamic, highly regulated environment where disciplined risk management anchors performance and protects stakeholder value. Our framework is designed to identify emerging risks early, assess their potential impact and implement timely measures. This enables us to maintain operational resilience while aligning our strategic priorities with evolving industry requirements.

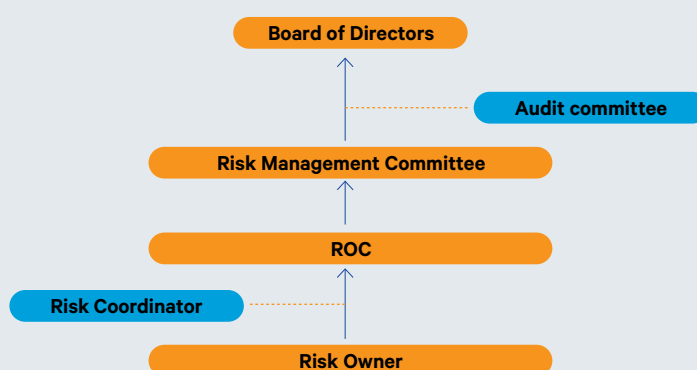


Risk Management Framework

At Sai Life Sciences, risk management is embedded within our governance framework and business processes, enabling us to identify, assess, mitigate and monitor risks that could impact the achievement of our strategic objectives. Our Enterprise Risk Management (ERM) framework provides a structured approach to managing risks while supporting business resilience, regulatory compliance and operational excellence. The framework aligns with applicable regulatory requirements and recognised risk management practices.

Risk Governance Structure

Our risk governance structure establishes clear accountability and oversight for the effective management of risks across the organization. The Board of Directors provides overall oversight of the Company's risk management framework and key risk exposures through the Risk Management Committee. Supporting this governance structure, the Risk Oversight Committee oversees the implementation and monitoring of risk management activities across the organization. Risk Owners play an important role in the risk management process, while the Risk Coordinator facilitates risk reporting, monitoring and communication to ensure a consistent and integrated approach to risk management.



Risk Management Methodology

Our risk management methodology follows a structured and continuous process designed to identify emerging risks, assess potential impacts, implement mitigation measures and monitor effectiveness. Risks are evaluated based on their likelihood and potential impact, enabling prioritization of management attention and resources.

01

Risk Identification

Identification of internal and external risks through workshops, business reviews, management discussions and stakeholder engagement.

02

Risk Assessment

Evaluation of risks based on defined likelihood and impact criteria.

03

Risk Prioritization

Classification and ranking of risks according to their significance and potential business impact.

04

Risk Mitigation

Development and implementation of appropriate treatment plans, including risk avoidance, reduction, acceptance or transfer.

05

Risk Monitoring and Reporting

Ongoing review of risk exposures, mitigation effectiveness and emerging risks through periodic reporting and governance reviews.

Risk Categories

To ensure comprehensive risk coverage, risks are assessed across multiple categories, including sectoral, operational, financial, technology, sustainability (ESG), regulatory and contractual risks. This structured classification enables effective identification of potential challenges and supports proactive mitigation planning across the organization.

Monitoring and Continuous Improvement

Risk management is an ongoing process supported by regular reviews, risk register updates, mitigation tracking and periodic reporting to governance committees. Through continuous monitoring and a proactive risk culture, we strengthen organizational resilience, enhance decision-making and improve our ability to respond to evolving business and external risk landscapes.

Building Resilience Through Risk Management

Key Risk

01

Pricing Pressure

02

Speed of Execution

03

Biotech Funding

04

Business Concentration Risk

05

HSE Compliances

06

Failing to meet Customer Expectation

07

Execution of Expansion/ Capex projects

08

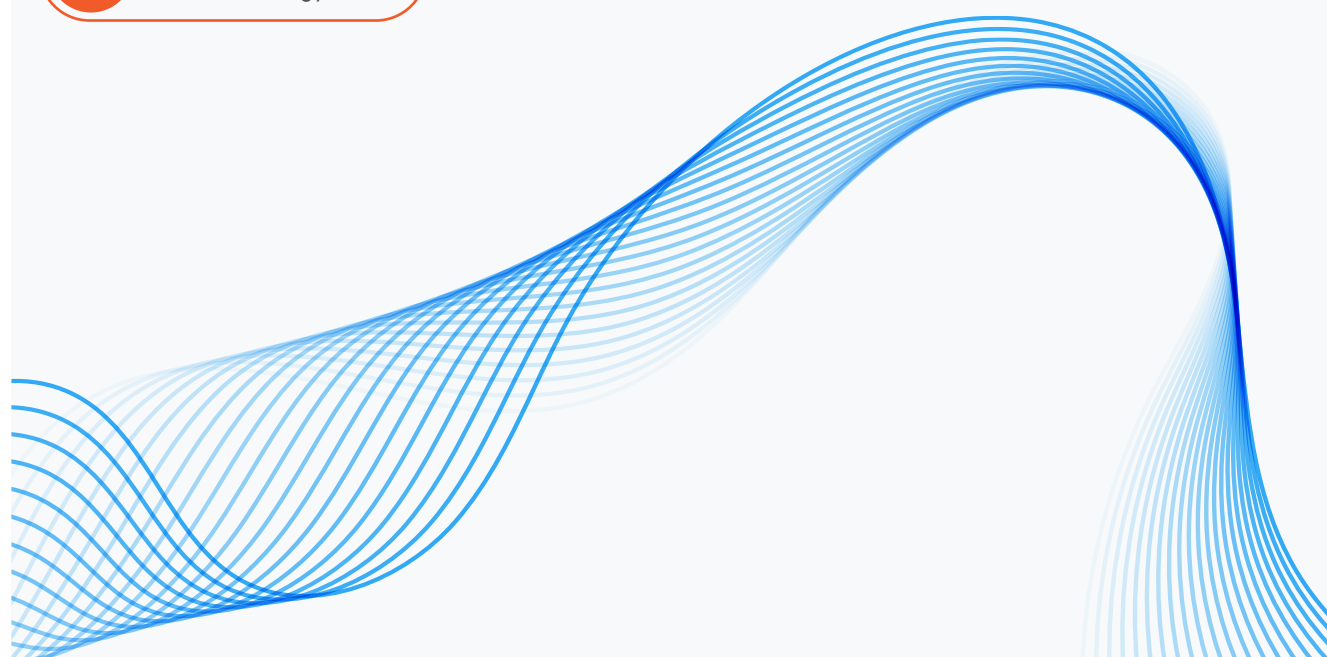
HR Attrition

09

China Dependency

10

Manufacturing and R&D Technology



Pricing Pressure

Risk Overview

The CRDMO industry operates in a highly competitive environment where customers continuously seek cost efficiencies and value optimization. Increasing competition from global and domestic service providers can exert pressure on pricing across discovery, development and manufacturing services.

Potential Impact

Sustained pricing pressure could affect margins, profitability and cash flows, potentially limiting the Company's ability to invest in capacity expansion, technology enhancement, innovation and talent development.

Risk Response

Strengthening customer relationships, enhancing operational efficiencies, expanding service offerings and delivering differentiated scientific capabilities to support value-based engagements.

Speed of Execution

Risk Overview

Timely execution is critical in supporting customers' development timelines and commercial objectives. Delays in project delivery, technology transfer, scale-up activities or manufacturing schedules may impact customer programs and competitiveness.

Potential Impact

Execution delays could result in project losses, reduced customer confidence, lower business opportunities and adverse impacts on revenue growth.

Risk Response

Robust project management practices, capacity planning, cross-functional coordination and continuous process improvements to enhance execution excellence across the value chain.

Biotech Funding

Risk Overview

A significant portion of industry demand is driven by biotechnology companies that depend on external funding to advance research and development programs. Changes in the global funding environment can influence outsourcing demand and project pipelines.

Potential Impact

Reduced funding availability may lead to project postponements, program cancellations, lower R&D spending by customers and reduced demand for outsourced services.

Risk Response

Maintaining a diversified customer portfolio across biotechnology and pharmaceutical segments while expanding engagement opportunities across different stages of the drug development lifecycle.

GOVERNANCE

Guided by Integrity

Our approach to governance is anchored in transparency, accountability and integrity. We ensure that ethical considerations inform every decision, reinforcing trust among stakeholders and supporting sustainable value creation. This commitment is reflected in the way we manage our operations, oversee performance and engage with stakeholders.

Our governance framework ensures rigorous oversight and ethical management across all levels of the organization. The Board works closely with executive leadership to align business strategies with stakeholder expectations, supported by regular assessments, transparent reporting and continuous improvement practices.



Governance Structure

We operate under a one-tier Board structure with a clearly defined roles for the Chairperson and the CEO, ensuring balanced oversight and effective management. A majority of our Board comprises non-executive directors, strengthening independence and accountability.

98.2%

Average Board meeting attendance

50%

Board composition as non-executive directors

16.7%

Board gender diversity

100%

Employees trained on the Code of Conduct and ethics

0

Confirmed corruption incidents

0

Whistleblower complaints reported

Board Performance

We are responsible for overseeing and periodically evaluating the effectiveness of the Board's performance review process in alignment with the provisions of the Companies Act, 2013, the SEBI Listing Regulations and our Policy on Appointment and Remuneration of Directors. The Nomination and Remuneration Committee, working closely with the Board, has established a structured evaluation framework to assess the performance of the Chairperson,

the Board as a whole, its Committees and individual Directors, including Executive, Non-Executive and Independent Directors. The evaluation is conducted through a peer review process that excludes the individual being evaluated.

Board Nomination and Remuneration

We have established a Nomination and Remuneration Committee to assist the Board in identifying qualified individuals for appointment as Directors and Senior Management personnel. The Committee also oversees the implementation of the Nomination and Remuneration Policy and recommends remuneration structures that align with the Company's long-term objectives, performance expectations and stakeholder interests.

The Committee is responsible for:

- ▶ Formulating criteria for determining qualifications, competencies, positive attributes and independence of Directors.
- ▶ Recommending appointments, removals and remuneration of Directors, Key Managerial Personnel and Senior Management.
- ▶ Ensuring remuneration practices support both short-term and long-term business objectives.
- ▶ Reviewing and evaluating the performance of the Board, its Committees and individual Directors.

Annual Total Compensation Ratio

In FY 2025-26, the ratio of the Managing Director's annual total remuneration to the median remuneration of employees was 1: 231.25.

Board Composition and Skills

Our Board comprises executive, non-executive and independent directors, bringing together a breadth of perspectives and domain expertise that supports informed decision-making and effective oversight.

- ▶ Business and strategic leadership
- ▶ Mergers and amalgamations
- ▶ Global business exposure
- ▶ Industry expertise

- ▶ Risk management
- ▶ Financial expertise
- ▶ Human resources
- ▶ Information technology
- ▶ Governance and regulatory compliance

Board Committees

Our Board is supported by specialised committees that provide focused oversight and strengthen accountability across critical areas of the organization.

Audit Committee

Oversees the integrity of financial reporting, internal controls and audit processes. It also ensures compliance with regulatory requirements and supports risk oversight.

Nomination and Remuneration Committee

Guides the appointment, evaluation and remuneration of directors and senior management. It aligns compensation structures with performance.

Stakeholders' Relationship Committee

Addresses shareholder and investor concerns, ensuring transparent communication. It facilitates timely resolution of grievances and strengthens stakeholder confidence.

Risk Management Committee

Identifies, assesses and mitigates key business risks across the organization. It supports the implementation of a structured risk management framework.

Corporate Social Responsibility (CSR) and Sustainability Committee

Serves as a Board level committee that provides strategic direction, oversees Corporate Social Responsibility (CSR) and Sustainability policies and monitors the Company's long term environmental, social and governance (ESG) priorities.

Independent Directors Committee

Evaluates the performance of the Board and its committees. It strengthens governance practices and ensures independent oversight.

Vigil Mechanism Committee

Enables confidential reporting of ethical concerns and misconduct. It ensures issues are addressed with integrity and without retaliation.

Policies and Governance Framework

Our governance framework is supported by a comprehensive set of policies that guide ethical conduct and regulatory compliance within the organization.

- ▶ Code of Business Conduct and Ethics
- ▶ Anti-Bribery and Anti-Corruption (ABAC) Policy
- ▶ Anti-Money Laundering measures
- ▶ Prevention of Sexual Harassment (PoSH) Policy
- ▶ Human Rights Policy
- ▶ Whistleblower Policy
- ▶ Vigil Mechanism Policy
- ▶ Insider Trading Policy
- ▶ Nomination and Remuneration Policy

- ▶ Related Party Transactions Policy
- ▶ Risk Management Policy

Ethics and Compliance

We embed ethical conduct across all aspects of our operations. As a global CRDMO operating in highly regulated markets, we adhere to applicable laws, industry standards and internal policies across research, development, manufacturing and supply chain operations.

Code of Conduct

Our Code of Conduct outlines expectations relating to integrity, conflict of interest management, fair business practices, confidentiality and regulatory compliance. It guides responsible decision-making and promotes accountability across the organization.

Anti-Bribery and Anti-Corruption

Our Anti-Bribery and Anti-Corruption Policy establishes a zero-tolerance approach to bribery, corruption, facilitation payments and fraud. Applicable to employees and business partners, the policy is supported by training, third-party due diligence and whistleblower reporting mechanisms, strengthening

transparency and responsible business conduct.

We maintained a robust anti-corruption and ethics framework during the reporting period, with zero confirmed incidents of corruption. Consequently, no monetary losses were incurred as a result of legal proceedings associated with corruption or unethical business practices.

Vigil Mechanism/Whistle Blower Policy

We established a Vigil Mechanism/Whistle Blower Policy to promote ethical conduct, transparency and accountability across its operations. The mechanism enables employees and other stakeholders to confidentially report concerns relating to unethical behaviour, actual or suspected fraud, violations of the Code of Conduct or other misconduct. The policy provides adequate safeguards against retaliation, ensures fair and impartial investigation of reported concerns and offers direct access to the Chairperson of the Audit Committee in exceptional cases, reinforcing a culture of integrity and responsible corporate governance.



Risk Oversight and Internal Controls

Risk oversight is an integral part of our governance framework. The Board has constituted a Risk Management Committee and adopted a formal Risk Management Policy to identify, assess and mitigate risks across the organization.

We maintain internal financial controls that are appropriate to the scale and complexity of our operations. These are reviewed through internal and external audits, along with management reviews and Audit Committee oversight, ensuring accurate financial reporting, protection of assets and mitigation of fraud related risks.

Board Evaluation and Effectiveness

We undertake a formal evaluation of the Board, its committees and individual directors. The assessment covers composition capabilities, effectiveness and contribution to strategic direction.

The process ensures continuous improvement in governance practices and strengthens the Board's ability to guide the organization effectively.

Driving Responsible Growth

Our governance framework reinforces disciplined decision-making, strengthens stakeholder confidence and ensures compliance across geographies. By embedding accountability and transparency into our operations, we advance sustainable and responsible growth.

ESG Governance

Strong governance forms the foundation of our ESG strategy and enables the effective management of sustainability-related risks and opportunities. Our governance framework integrates ESG considerations into decision-making processes.

Board Oversight

The Board provides strategic oversight of ESG priorities and monitors the Company's sustainability performance. Through the Risk Management and CSR Committee, the Board reviews key ESG risks, opportunities, targets and progress, ensuring that sustainability considerations remain integrated into business strategy and risk management processes.

Management Oversight

At the executive level, ESG initiatives are guided by the Executive Leadership Team, which is responsible for translating strategic priorities into actionable programs. The team reviews performance against ESG objectives, assesses emerging risks and opportunities and provides direction for continuous improvement across environmental, social and governance areas.

ESG Council

A cross-functional ESG Council drives the implementation of the Company's sustainability agenda. Comprising representatives from key functions, the Council coordinates ESG initiatives, monitors performance indicators, facilitates data collection and reporting and supports the execution of sustainability programs across operations.

Site-Level Implementation

ESG priorities are implemented at the site level through designated teams responsible for executing initiatives, monitoring progress and ensuring compliance with internal policies and regulatory requirements. Regular reviews and reporting mechanisms enable effective tracking of performance and support continual enhancement of ESG practices across the organization.



BOARD OF DIRECTORS

Guardians of Governance

**KANUMURI RANGA RAJU**

Dr. Kanumuri Ranga Raju is a scientist turned entrepreneur and Chairman of Sai Life Sciences. He holds a Doctorate in Pharmacy from the Massachusetts College of Pharmacy, Boston, along with a Bachelor's and Master's degree in Pharmaceutical Sciences from the same institution. He also earned his Bachelor's degree in Pharmacy from the University of Mysore. With more than four decades of experience in the pharmaceutical industry, Dr. Raju has been associated with Sai Life Sciences since its inception in 1999, playing a pivotal role in shaping the Company's evolution and long-term strategic direction.

**KRISHNAM RAJU (KRISHNA) KANUMURI**

Mr Krishna Kanumuri holds a Bachelor's degree in Chemical Engineering from Manipal University and an MBA from the University of Kansas, USA. He also attended the 1995 Summer School in Financial Markets at the London School of Economics and Political Science. He brings over 26 years of experience in business management and has been associated with the Company since May 1, 2004. Prior to Sai Life Sciences, he worked with Fortune 100 telecom companies including Sprint and Telmex.

**SIVARAMAKRISHNAN CHITTOR**

Mr Sivaramakrishnan Chittor is a Chartered Accountant, Cost Accountant and Company Secretary. Over a career spanning more than three decades, he has gained extensive experience across large-scale outsourcing, M&A, integration, financial management and restructuring in diverse geographies. In recent years, he has played a key role in strengthening processes, governance frameworks, operating efficiencies and reporting mechanisms that support sustainable growth. He joined Sai Life Sciences in 2010.

**RAMESH GANESH IYER**

Dr Ramesh Ganesh Iyer holds a Doctor of Letters degree from ITM Vocational University, Vadodara. He has held positions with the Finance Industry Development Council and has also been associated with Mahindra and Mahindra Financial Services Limited, Mahindra Manulife Investment Management Private Limited and MFC Auto Parts Private Limited as Director. He brings over 24 years of experience in the financial services industry.

**SUCHITA SHARMA**

Ms Suchita Sharma holds a Bachelor of Arts degree in Economics (Honours) from the University of Delhi and a Master's degree in Commerce from Chaudhary Charan Singh University, Meerut. She is a Fellow Member of the Institute of Chartered Accountants of India. She was previously associated with Price Waterhouse Chartered Accountants LLP as Partner and with B B S R and Associates LLP as Director. She brings over 23 years of experience in audit and finance.

**DINESH V PATEL**

Dr Dinesh Patel brings 40 years of global entrepreneurial, executive and scientific experience across the pharmaceutical, biotechnology and biopharmaceutical sectors. He currently serves as the Chief Executive Officer of Protagonist Therapeutics, where he focuses on advancing innovative medicines to address serious unmet medical needs. His career reflects deep expertise in biotechnology entrepreneurship, innovation and drug development. With extensive international exposure across Australia, India, Canada, Europe and China, he combines scientific insight with business acumen to create long-term value for stakeholders.

CORPORATE INFORMATION

Company

Sai Life Sciences Limited

Corporate Identification Number (CIN)

L24110TG1999PLC030970

Subsidiaries

Sai Life Sciences Inc, USA
Sai Life Sciences GmbH, Germany
Sai Life Pharma Private Limited, India

Branches

UK Branch
Japan Branch

Registered Office

DS-7, IKP Knowledge Park,
Turkapally Village,
Shameerpet Mandal,
Medchal-Malkajgiri District – 500078,
Telangana, India

Managing Director and CEO

Krishnam Raju Kanumuri

Whole-time Director and Chief Financial Officer

Sivaramakrishnan Chittor

Company Secretary and Compliance Officer

Runa Karan

Statutory Auditors

Deloitte Haskins and Sells LLP

Secretarial Auditors

PS Rao and Associates

Internal Auditors

PricewaterhouseCoopers Services LLP,

Bankers

State Bank of India
IndusInd Bank
ICICI Bank
HDFC Bank
Kotak Mahindra Bank
DBS Bank
Bank of Baroda
City Bank N.A.
Axis Bank

Registrars and Transfer Agents

KFin Technologies Limited

AWARDS AND RECOGNITION

Accolades that Matter

ISO 14001:2015, ISO 45001:2018 and ISO 50001:2018 certifications

Information Security Management System certification – ISO/IEC 27001:2022

CDP Rating 'B' for both Climate Change and Water Security

ISO 28000, 37001, 20400, SA 8000 certifications.

Affiliations with leading industry organizations:

Pharmaceutical Supply Chain Initiative (PSCI)

ACS Green Chemistry Institute Pharmaceutical Roundtable

United Nations Global Compact (UNGC)

NSE Sustainability Ratings and Analytics Score: 53/100



Pharmaceutical Supply Chain Initiative (PSCI) - Associate Member



Validation of near-term climate targets by the Science Based Targets initiative (SBTi)



Great Place to Work® Certified™ (2025–26)



EcoVadis Platinum Medal for Sustainability (Top 1%) – 2026



Platinum Level Zero Waste to Landfill Certification from TÜV India Private Limited for Unit 2 (Hyderabad) and Unit 4 (Bidar), recognising waste diversion rates of 95.92% and 99.43%, respectively (FY 2025–26).



Where Capabilities Operate as One

Scale is often
measured by size. We
measure it by depth.

Depth of scientific expertise. Depth of collaboration. Depth of integration across our capabilities and partnerships. Together, our capitals operate as one interconnected system, strengthening the precision, agility and consistency with which we support complex small molecule programs across the CRDMO value chain.

From knowledge and infrastructure to people, governance and sustainability, each capital contributes to a model designed for lasting impact. One that enables us to advance innovation responsibly, create long-term stakeholder value and deepen the way we partner with global pharmaceutical and biotech companies.





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C
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Group

FINANCIAL CAPITAL



Growth acquires meaning when every investment deepens capability, sharpens intent and unlocks new possibilities.

At Sai Life Sciences, our financial capital reflects a balanced approach to growth, with a clear focus on scale and efficiency. We align investments with business priorities and maintain financial discipline and flexibility.

Our capital allocation approach is designed to steadily expand scientific capability, manufacturing depth and execution capacity, ensuring that every investment strengthens both present performance and long-term strategic readiness.

Priority Areas

- ▶ Disciplined Capital Allocation
- ▶ Sustainable Profitability
- ▶ Cost Efficiency
- ▶ Capacity Expansion
- ▶ Financial Resilience



Strategic Priorities Driving Growth

Deepening Large Pharma Partnerships

- ▶ Expanding relationships with global pharmaceutical customers across discovery, development and manufacturing.
- ▶ Growing adoption of integrated CRO-CDMO engagement models and dedicated R&D team structures.
- ▶ Commercial supply qualifications secured from additional large pharma customers.

Investing in Next-Generation Capabilities

- ▶ Strengthening capabilities in peptides, ADCs and other emerging modalities.
- ▶ Scaling advanced biology platforms, organoid technologies and high-throughput experimentation.
- ▶ Building differentiated scientific capabilities aligned with evolving customer pipelines.

Expanding Infrastructure and Capacity

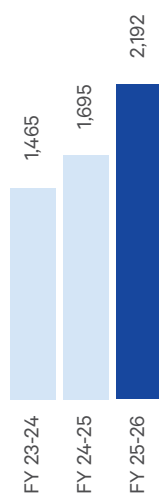
- ▶ FY 2025-26 capital expenditure of ₹633 Cr. supporting long-term growth investments.
- ▶ Additional manufacturing capacity under development at Bidar and the new Choutuppal greenfield site.
- ▶ Expansion of Process R&D and medicinal chemistry infrastructure to support increasing program complexity.

Advancing Digital, Automation and AI-led Execution

- ▶ Scaling automation across DMPK and biology workflows.
- ▶ Expanding the use of AI-enabled scientific tools and digital platforms to improve speed, efficiency and scientific decision-making.
- ▶ Enhancing research productivity through technology-enabled discovery and development approaches.

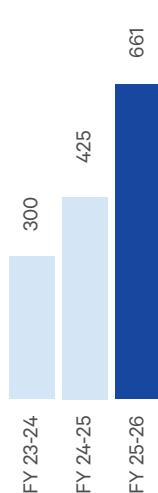
Revenue

(₹ Cr)



EBITDA

(₹ Cr)



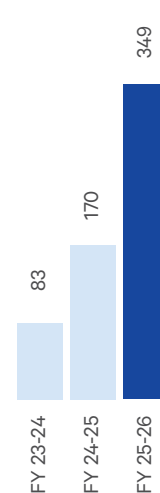
EBITDA Margin

(%)



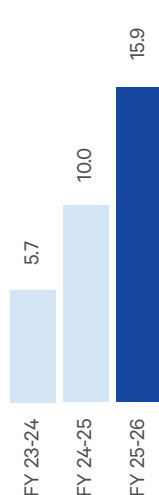
PAT

(₹ Cr)



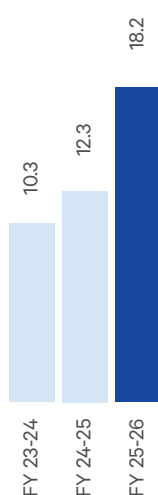
PAT Margin

(%)



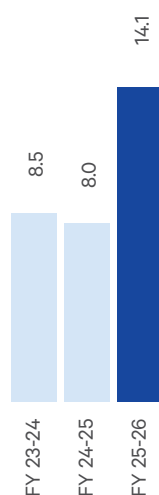
ROCE

(%)



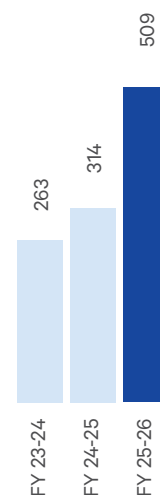
ROE

(%)



Operating Cash Flow

(₹ Cr)



MANUFACTURED CAPITAL



Infrastructure, at its finest, is where science finds the confidence to scale.

Across laboratories, pilot plants and manufacturing facilities, we build ecosystems designed for precision, agility and seamless execution.

Every expansion strengthens our ability to transform complex scientific possibilities into dependable global delivery.

Integrated platforms, advanced technologies and specialised capabilities together create the backbone of our CRDMO model.

What we build today is not only capacity, it is readiness for the therapies of tomorrow. Our globally connected infrastructure network supports the entire pharmaceutical value chain, spanning discovery, development, clinical supply and commercial manufacturing. With strategically positioned R&D and manufacturing facilities across India, the US and the UK, we bring together scientific expertise, operational scale and execution agility to serve global innovator companies across regulated markets seamlessly.

Priority Areas

- ▶ Integrated R&D and manufacturing infrastructure
- ▶ Scalable capacity enhancement and scale-up capabilities
- ▶ Advanced high-containment and oncology-focused facilities
- ▶ Integrated discovery, development and analytical platforms
- ▶ Smart manufacturing systems and process automation
- ▶ Sustainable infrastructure and utility optimization
- ▶ Strong regulatory and quality-compliant manufacturing network



During FY 2025-26, we strengthened our infrastructure ecosystem through investments in manufacturing expansion, specialised laboratories, pilot plants, high-containment facilities and next-generation modality infrastructure. These investments enhanced operational agility, scalability and manufacturing readiness for increasingly complex therapeutic programs.

Strengthening Discovery and Development Capabilities

Our integrated discovery and development infrastructure is central to our differentiated CRDMO model. The Hyderabad Integrated Discovery and Development campus brings together discovery chemistry, process development, analytical R&D, pilot operations, engineering and scale-up capabilities within a single collaborative ecosystem.

During the year, we further strengthened this platform through the addition of medicinal

chemistry laboratories, dedicated peptide development capabilities and expanded process development facilities. We also strengthened API Developability and Formulation Development capabilities, enabling support from early discovery through candidate selection and pre-IND development while improving manufacturability assessments and development readiness for customer programs.

We also strengthened our Process R&D infrastructure in Manchester and Discovery Biology infrastructure in Greater Boston to enhance customer proximity, execution continuity and global program delivery. Discovery Process Chemistry capabilities across Hyderabad and Manchester further support rapid route establishment, process optimization and early material supply, helping bridge the transition between medicinal chemistry and CMC development.

Driving Operational Excellence

Operational excellence is strengthened through focused capability building, structured performance management and employee recognition. Training is delivered through a cloud-based Learning Management System covering GMP, safety and operational practices, supported by video-based learning, on-site demonstrations, operator qualification programs, competency assessments and soft skills development.

Lean Daily Management practices, including area effectiveness teams, area upkeep reviews and Gemba walks, support continuous improvement and execution discipline. Employee contributions are recognised through block incentives for cross-functional teams, the 'Saimer of the Quarter' award, spot awards and recognition badges, promoting collaboration and high performance.



Discovery Laboratory Network

Our discovery infrastructure is supported by specialised laboratories spanning discovery chemistry, biology, DMPK and toxicology, enabling integrated drug discovery from target validation through candidate selection and IND-enabling studies.

The Hyderabad campus houses large-scale research laboratories that work in conjunction with the Discovery Biology laboratory in Greater Boston and the Process R&D laboratory in Manchester, creating a globally connected research ecosystem. These facilities support integrated discovery programs across medicinal chemistry, synthetic chemistry, in vitro and in vivo pharmacology, DMPK, toxicology and computational approaches, enabling seamless collaboration, technology transfer and accelerated program progression.

Expanding Manufacturing Infrastructure

We scaled our manufacturing infrastructure in line with increasing customer demand and the growing complexity of therapeutic programs. Our Bidar facility remains a crucial API manufacturing hub catering to regulated markets such as the US, EU and Japan, supported by multipurpose production trains and high regulatory compliance standards.

During FY 2025-26, we progressed multiple capacity expansion projects across manufacturing operations, including additional production blocks. We also progressed the development of its new manufacturing site at Choutuppal. Planned across approximately 40 acres, the facility is designed to accommodate around 1,400 KL of reactor capacity, supported by dedicated GMP and development manufacturing infrastructure, warehousing, quality laboratories, process development facilities and utility systems.

Key Highlights

4

Global locations

700 KL

Installed manufacturing capacity

₹ 633 Cr.

Capital expenditure invested

450 KL

Manufacturing expansion underway

US, EU, Japan and Others

Regulated markets served





Advanced Manufacturing Technologies

Advanced manufacturing capabilities were further strengthened through technologies such as flow chemistry, continuous extraction, continuous distillation, plug-flow reactors, plug-flow crystallization, tangential flow filtration, short-path distillation and wet milling. These capabilities enhance process efficiency, scalability and process control while supporting increasingly complex manufacturing requirements.

Building Sustainable Infrastructure

Sustainability considerations remain embedded within our infrastructure development and manufacturing operations. During FY 2025-26, we strengthened renewable energy adoption, solvent recovery systems and energy efficiency initiatives.

At the Bidar manufacturing facility, renewable energy utilization through a hybrid solar-wind captive power model supported our decarbonization journey and long-term sustainability objectives. Manufacturing operations at Bidar are supported by 100% renewable energy and are strengthening resource efficiency and environmental performance across operations.

100%

Renewable energy usage at Bidar

2

My Green Lab certified laboratories

1

Zero-liquid-discharge operation

INTELLECTUAL CAPITAL



Ideas become transformative when science, curiosity and collaboration move in unison.

At Sai Life Sciences, our intellectual capital is built on the convergence of deep scientific expertise, innovation-led thinking and multidisciplinary collaboration within a globally connected ecosystem. By combining advanced technologies, digital capabilities and domain knowledge through our integrated CRDMO platform, we solve increasingly complex scientific challenges with agility, precision and scalability.

Each insight, breakthrough and capability strengthens a knowledge ecosystem designed to accelerate development pathways, enhance execution confidence and deepen customer trust. In science-led innovation, the most meaningful breakthroughs begin long before the molecule reaches the market.

Priority Areas

- ▶ Scientific expertise and domain knowledge
- ▶ Advanced research and innovation capabilities
- ▶ AI-enabled scientific platform
- ▶ Knowledge-sharing and collaboration
- ▶ Emerging modality capabilities
- ▶ Scientific talent development
- ▶ Quality and compliance excellence





Our multidisciplinary expertise across medicinal chemistry, biology, DMPK, process chemistry, analytical sciences, process engineering and manufacturing enables seamless collaboration across discovery, development and commercialization stages. By continuously strengthening our scientific capabilities, technology-led execution and knowledge-sharing frameworks, we enhance execution quality, accelerate development timelines and deliver greater value to global innovator customers.

Our integrated platform also supports programs spanning computational chemistry, medicinal chemistry, biology, DMPK, toxicology, process chemistry, analytical development, developability assessment, formulation development and commercial manufacturing, enabling continuity of scientific knowledge across the molecule lifecycle.

300+

Innovator clients served

2,607

Scientific talent base

2,360

Scientists with Masters degrees

431

Scientists with PhDs

6+ years

Average scientific experience

Advancing Scientific Innovation

During FY 2025-26, we strengthened our scientific capabilities across emerging therapeutic areas and complex modalities. Our focus was on enhancing research excellence, scientific problem-solving and innovation-led program execution to support evolving customer requirements.

We also expanded the application of AI-enabled scientific approaches to improve route design, accelerate synthetic efficiency and strengthen complex modality development capabilities. The successful delivery of AI-designed macrocyclic peptide libraries further reflects the growing integration of scientific innovation and advanced computational approaches within our research ecosystem.

Expanding Emerging Modality Capabilities

During the year, we strengthened our capabilities across peptides, ADC payloads and linkers, oligonucleotide building blocks and other emerging modalities, broadening our ability to support evolving customer pipelines and future therapeutic opportunities.

Accelerating Research Through Digital and AI-enabled Platforms

AI-enabled retrosynthesis tools, computer-aided drug design (CADD), high-throughput experimentation, DMPK automation and in silico scientific approaches were increasingly integrated into our research workflows. These capabilities support faster scientific decision-making, improved development efficiency and enhanced research productivity.

Digital technologies continue to strengthen scientific productivity and organizational knowledge management. During the year, electronic laboratory notebooks, laboratory information management systems, validation lifecycle management platforms, quality management systems and business intelligence dashboards supported data-driven decision-making, collaboration and operational efficiency across our functions.

Strengthening Collaborative Knowledge Ecosystems

Our integrated CRO-CDMO model enables continuity of scientific knowledge and cross-functional collaboration across discovery, development and manufacturing stages. This integrated approach strengthens scientific problem-solving, improves execution continuity and enables faster transitions across customer programs.

Supported by scientific teams across India, the US and the UK, we strengthen collaboration across disciplines and therapeutic areas and deepen customer engagement through long-term scientific partnerships.

More than 65% of discovery programs are now delivered through integrated service models, strengthening collaboration across chemistry, biology, DMPK and development teams while improving continuity across customer programs.

Advancing Preclinical Science

We expanded the use of advanced preclinical models, including organoids and spheroids, to support more predictive efficacy and toxicity assessments. These capabilities strengthen translational research and improve confidence in program progression.

Strengthening Scientific Talent and Quality Excellence

Our scientific ecosystem is supported by experienced talent, robust quality systems and globally aligned scientific and compliance standards. Scientific leadership and domain expertise were strengthened across discovery, development, manufacturing and emerging modalities, supporting increasingly complex customer programs and future growth opportunities.

Enabling Global Scientific Collaboration

Knowledge creation and scientific collaboration are supported by globally connected teams across Hyderabad, Greater Boston and Manchester, enabling customer proximity, scientific exchange and seamless program execution across regions.

Driving Scientific and Quality Excellence

With multidisciplinary expertise across discovery, development, analytical sciences, process chemistry and manufacturing, our teams drive scientific rigour, operational discipline and customer-focused execution across programs. Our integrated approach to quality, compliance and scientific collaboration supports long-term partnerships with global pharmaceutical and biotechnology companies.



Safeguarding Scientific Knowledge and Digital Assets

Protecting scientific knowledge, research data and intellectual property is fundamental to maintaining customer trust and supporting innovation across our integrated CRDMO platform. As programs advance from discovery through development and commercialization, robust information security practices help preserve the confidentiality, integrity and availability of critical scientific and operational information.

Our information security framework is aligned with globally recognised standards, including ISO 27001:2022 and incorporates structured governance, role-based access controls,

data segregation protocols and continuous monitoring mechanisms. A dedicated Security Operations Centre supports proactive threat detection and response, while regular vulnerability assessments, penetration testing and cybersecurity awareness programs strengthen organizational resilience.

Through secure data management practices, controlled access environments and business continuity measures, we seek to protect customer information, safeguard intellectual property and enable secure collaboration across our global scientific network.



HUMAN CAPITAL



Behind every scientific milestone is a culture shaped by people, purpose and possibility.

At Sai Life Sciences, our progress is driven by teams that combine scientific excellence, operational discipline and shared ambition across functions and geographies. As a science-led organization, we continue to strengthen our workforce through focused investments in learning, leadership development, wellbeing and employee experience, creating an environment where talent can grow alongside the organization. By bringing together deep scientific expertise with a strong execution-oriented talent base, we enable collaboration, resilience and operational continuity across the value chain.

We believe that sustainable growth is ultimately driven by the people who make progress possible every day.

Priority Areas

- ▶ Talent attraction and retention
- ▶ Capability development and continuous learning
- ▶ Leadership readiness and succession planning
- ▶ Employee wellbeing and engagement
- ▶ Diversity, equity and inclusion
- ▶ Workplace safety and operational discipline
- ▶ Performance-driven and collaborative culture



Our Strategy

We strive to create a workplace where individuals feel valued, empowered and encouraged to achieve their full potential. Our people philosophy focuses on delivering meaningful employee experiences, from welcoming new talent and supporting professional development to recognising individual contributions. Through fair practices, transparent processes and a culture of learning and improvement, we seek to create an environment where people can thrive while contributing to organizational success. We view our employees as a key driver of long-term growth and have shaped our HR strategy around three interconnected priorities.



Brilliant Basics

Strengthening core people processes to promote transparency, consistency and a positive workplace experience.



Talent Attraction

Building a strong talent pipeline through focused hiring efforts, early career programs and capability driven recruitment.



Talent Engagement

Supporting employee development, recognition and retention through learning opportunities, career progression pathways and engagement initiatives.



FY 2025-26 Workforce Snapshot

Permanent employees

3,238

Male

568

Female

Workers

1,235

Male

80

Female

2,607

Scientists across functions

431

Ph.D./Post Doctorate professionals

2,360

Postgraduates

6+ years

Average scientific and technical experience

We achieved SA8000 certification, a globally recognised social accountability standard developed by Social Accountability International (SAI). The certification reflects our adherence to internationally accepted principles relating to labour rights, workplace safety, ethical employment practices and employee well-being. It demonstrates our focus on maintaining a fair, safe and inclusive workplace while upholding human rights and responsible employment practices across our operations.

Talent Management

We strengthen a structured talent management framework focused on capability development, organizational resilience, succession readiness, internal mobility and workforce sustainability. Our approach empowers employees with opportunities for growth while enabling us to build a future-ready workforce aligned with evolving business priorities.

Our talent management framework



Learning and Development



Sai Academy



Cross-location learning initiatives



Employee coaching



Succession planning



Internal mobility



Internal Job Postings (IJPs) and transfers



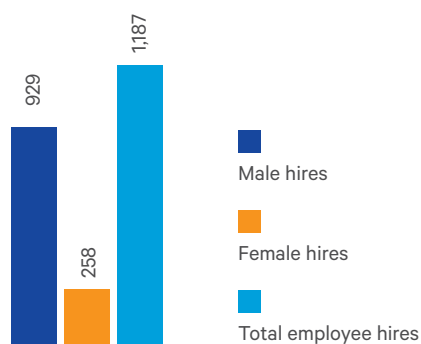
Skill-building initiatives



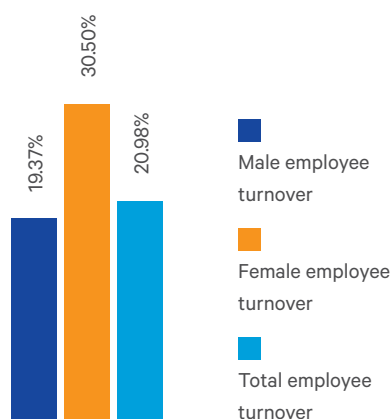
Support for external certifications

FY 2025-26 talent snapshot*

Employee hires



Employee turnover



*The above data includes both employees and workers.

Hiring practices

Our talent acquisition practices aligned with business priorities and guided by fairness, transparency, meritocracy and inclusion. Recruitment decisions are based on competence, agility, learning potential and alignment with organizational values.

We strengthen workforce diversity through employee referral programs that encourage hiring from under-represented groups. Additional incentives support referrals for women, veterans, persons with disabilities, LGBTQ+ individuals and other diverse talent groups.

While advancing our diversity agenda, we continue to prioritise meritocracy without adopting quota-based hiring practices or recruiting solely for diversity representation.

Internal mobility and career progression

We continue to strengthen internal mobility and career advancement opportunities through our Internal Job Posting (IJP) framework. Employees are encouraged to explore opportunities across functions and locations through transparent and merit-based internal recruitment practices.

Eligibility criteria for IJPs



Permanent employees of the organization



Employees meeting role specifications



Completion of minimum tenure requirements



Employees with qualifying performance ratings

Training and Development

During FY 2025-26, the Learning and Development team continued to strengthen organizational capability through a wide range of behavioural, leadership, managerial, communication and employee development initiatives. Learning interventions were delivered across multiple locations and employee segments through classroom programs, workshops, leadership development initiatives, team-building interventions, women development programs, customised learning journeys and capability-building tracks.

Key initiatives included Monthly Behavioral Training Programs, Campus to Corporate, Level-Up, Sai LEAP, Sai HERizon, Business English Communication, PoSH Awareness, Managerial Development Programs, AI Workshops, Team Building Interventions and customised capability-building programs for specific functions.

These initiatives were designed to enhance behavioural competencies, leadership effectiveness, communication skills, employee engagement, workplace culture and business performance while supporting the organization's objective of building a future-ready workforce.



Learning Impact Summary – FY 2025-26

77

Total Training Programs Conducted

111

Total Training Sessions / Batches
Conducted

241 Hours

Total Learning Hours Delivered

2,894

Total Employee Participations
(Attendees)

8,265

Total FTE Learning Hours

4.4 / 5

Average Participant Feedback Rating

These initiatives contributed significantly towards strengthening behavioural capabilities, leadership readiness, employee engagement, workplace effectiveness and fostering a culture of continuous learning across Sai Life Sciences.

Sai HERizon

Sai HERizon serves as a flagship women-development initiative focused on advancing gender equity and strengthening leadership potential among women professionals across the organization. The initiative focuses on leadership readiness, strategic and personal growth, confidence-building, mentorship, peer learning and collaborative development experiences.

As part of the initiative, we conducted sessions to help women professionals strengthen career intentionality, leadership confidence, strategic decision-making, negotiation capabilities and long-term career planning through experiential learning and peer-learning methodologies.



S.No	Date	Training Topic	Training Type	Batches	Duration (Hrs)	No. of attendees	FTE Hours	Trainer
1	01-Sep-25	TRAction	Women Development Program	1	14	13	182	External
2	17-Feb-26	Say Yes Annual Leadership Conclave	Women Development Program	1	16	5	80	External
Total						18	262	

PoSH IC certification

Under PoSH IC Certification, all the IC members across sites have been trained on complaint handling and redressal mechanism under the PoSH Act 2013.

Sai LEAP and Level-Up programs

Through programs such as Sai LEAP and Level-Up, we strengthen leadership capability, succession readiness and long-term organizational sustainability across functions.

Leadership capability development was further strengthened through competency assessments, 360-degree assessments, Individual Development Plans (IDPs), executive coaching sessions, leadership workshops, on-the-job integration and cross-functional collaboration initiatives. Insights from these interventions are being utilized to strengthen individual development planning, group-level

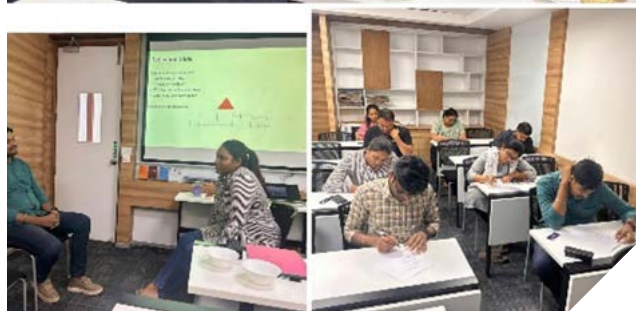
capability interventions and succession-readiness efforts across leadership groups.

Level-Up is an organization-wide capability enhancement initiative aimed at strengthening critical behavioral and functional competencies across departments. The program focuses on building skills that enable employees to improve effectiveness, collaboration, decision-making and overall business performance.

During the current year, focused Level-Up interventions were conducted for different functions, like HR, TA to enhance capabilities such as strategic hiring, stakeholder management, facilitation and presentation skills to better align them with the business.



Sai LEAP -Certificate Ceremony



Level-Up@TA

Training Topic	Training Type	Batches	Duration (Hrs)	No. of attendees	FTE Hours
Facilitation Workshop Day-1 and 2	Level-Up@HR	1	3	15	45
HRBP Sensitization Session on 'Women Connects'	Level-Up@HR	1	2	20	40
HRBP Sensitization on Woman Connect	Level-Up@HR	1	2	10	20
Level-Up@TA Module 1 and 2 (Stakeholder Management and Time mgmt)	Level-Up@HR	1	2	7	14
Level-Up@TA Module 3 (Conflict Management)	Level-Up@HR	1	2	7	14
Level-Up@TA Module 4 (Negotiation Skills)	Level-Up@HR	1	2	7	14
Level-Up@TA Module 5 and 6 (Critical Thinking and Problem Solving)	Level-Up@HR	1	2	6	12
Total				72	159

SaiAcademy L&D Hub Microsite

During FY 2025-26, the L&D team is planning the launch of the SaiAcademy L&D Hub Microsite. Currently, the team is working on conceptualizing, designing and developing the content structure of the microsite to provide employees with a centralized source of information on Learning and Development offerings and resources.

The initiative is aimed at creating a single platform where employees can access information on L&D programs, upcoming learning opportunities, leadership perspectives, learning resources and development-related updates.

The Learning Edge – L&D Newsletter

The Learning Edge is the monthly Learning and Development newsletter designed to foster a culture of continuous learning and keep employees informed, inspired and engaged with ongoing capability-building initiatives across the organization.

The newsletter serves as a platform to showcase learning opportunities, leadership insights, participant experiences, success stories and upcoming development programs, thereby reinforcing the organization's commitment to employee growth and lifelong learning.

So far, we have published 20 newsletters since August 2024.

Business English communication for Darwin platform

Elevate Your Business English is a language capability development initiative designed to enhance employees' English communication proficiency and improve their effectiveness in workplace interactions. The program focuses on strengthening speaking, listening, reading and writing skills to enable participants to communicate more confidently and professionally in business environments.

As a pilot initiative, nominations were received from various business units through their respective HODs. The program followed a structured development approach consisting of assessment, learning intervention, coaching and impact measurement.

Rewards and Recognition

The R&R framework is designed to reinforce behaviors, practices and activities that result in better performance and positive business results and to promote the culture of Recognition in the organization for Saimers who demonstrate Sai Values.

4,951

Awards have been distributed across all categories

256

People managers have utilized 100% of the allotted budget

2,536

Value cards have been shared

People managers have shared

2,578

Instant Recognitions

Collaboration and Ownership are the highest recognized Sai Values

2,328

Recognitions have been recorded across all award categories

SilverOak

Silveria is our employee wellness partner, offering counseling sessions on work-life services and customized digital creatives throughout the year to promote and raise awareness about mental health.

Leadership Programs

We strengthen leadership capability through structured interventions focused on succession readiness, people management, strategic thinking, collaboration and future leadership development.

FY 2025-26 leadership highlights

143

Employees covered under leadership programs

3

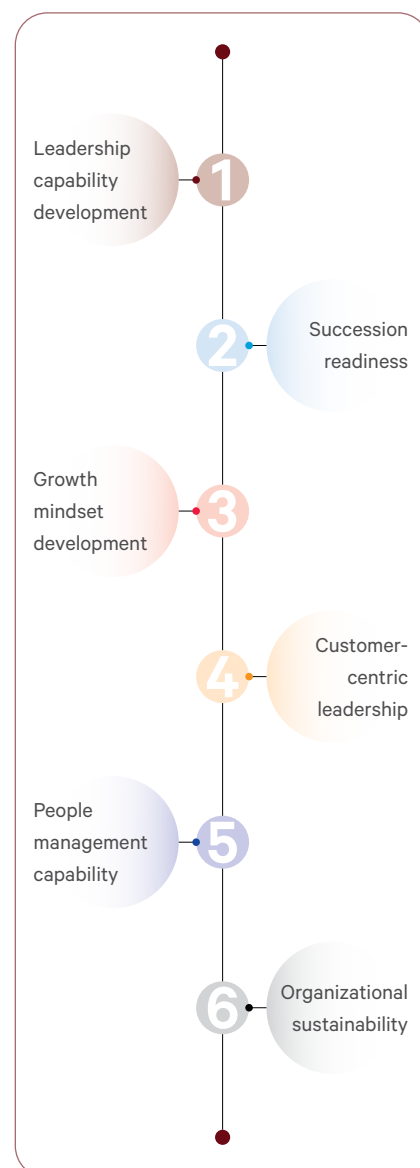
Leadership workshops conducted

100%

Programs completion rate



Primary focus areas



Employee engagement

We encourage engagement through structured communication forums, employee listening mechanisms, leadership interactions, participation platforms and collaborative workplace initiatives. These interventions support transparency, employee participation, leadership visibility and organizational alignment.

Employee feedback is captured through multiple formal and informal mechanisms including grievance platforms, anonymous grievance boxes, suggestion committees, direct HR accessibility and standing grievance committees across sites.

Leadership town halls serve as important engagement platforms enabling employees to interact directly with leadership teams, share feedback and discuss workplace-related concerns and suggestions.

Social dialogue snapshot for FY 2025-26

100%

Employees covered under collective agreements

100%

Employees covered under formal employee representation

Social dialogue and employee participation



Workers' committee*



Welfare committees



POSH committees



Employee representation committees



Townhalls and leadership connect forums



Grievance redressal mechanisms



Employee engagement surveys

Employee satisfaction and engagement

We believe employee engagement is essential to building a high-performing, collaborative and inclusive workplace. Through structured feedback mechanisms, employee interactions, engagement initiatives and regular workplace assessments, we seek to understand employee experiences, strengthen organizational culture and create an environment where individuals can thrive.

During the year, we undertook a comprehensive employee perception survey in partnership with Great Place to Work® India. The survey recorded an 83% participation

rate, reflecting strong employee engagement across the organization. The survey provided valuable insights across key dimensions including credibility, respect, fairness, pride and camaraderie, helping identify strengths and opportunities for improvement across locations and functions. The organization achieved an overall Trust Index score of 82% and was recognised as a Great Place to Work® Certified organization for 2025-26.

Insights from employee feedback are reviewed by leadership teams and translated into focused action plans aimed at enhancing workplace experience, employee wellbeing, communication, collaboration and career development opportunities. This structured approach enables us to strengthen employee trust, encourage participation and foster a culture of continuous improvement across the organization.

Fair, transparent and equitable employment practices are followed across all operations. During the year, 100% of the workforce across all locations was covered under formal collective agreements governing key aspects of employment, including working conditions, employee rights, workplace safety and other terms of employment. These agreements strengthen employee relations, ensure compliance with applicable labor regulations and contribute to an inclusive and collaborative workplace.

Strengthening a culture of recognition

We support a culture of appreciation and motivation through structured Rewards and Recognition programs enabled by digital recognition platforms and organization-wide engagement initiatives. Through these initiatives, we celebrate collaboration, ownership, operational excellence, innovation and business impact.



Recognition platforms and programs



Instant Recognition Awards



SaiMer of the Quarter



SWAT Awards



Project and delivery-based awards

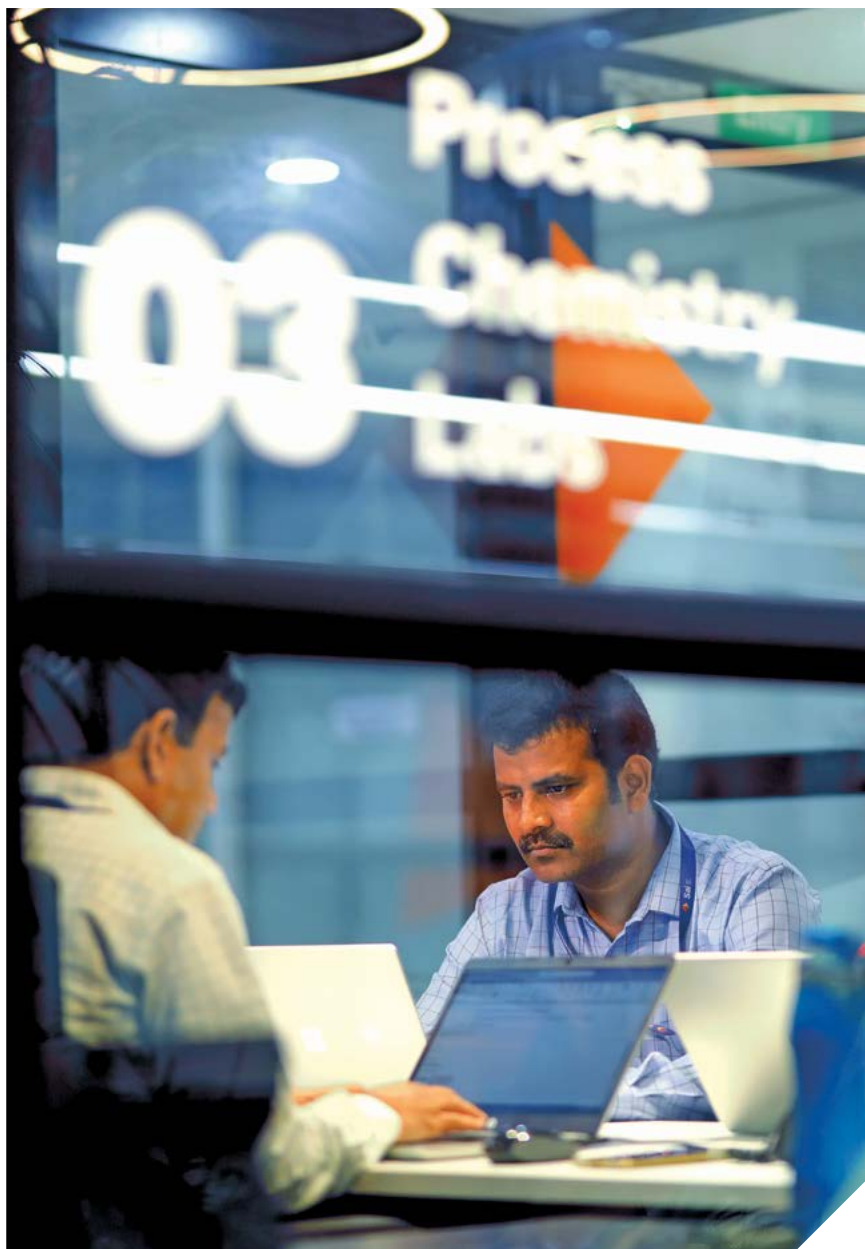
Additional recognition initiatives such as Kites and Blitz continue to encourage employee-led innovation, process improvement and operational excellence through structured idea evaluation and reward mechanisms.

Peer-to-peer appreciation is also strengthened through the Ampulse platform, enabling employees to recognise colleagues for demonstrating organizational values including collaboration, accountability and integrity.

Performance management

Our Performance Management System (PMS) provides a structured framework for evaluating employee performance, supporting employee development and enabling merit-based progression across the organization. The annual performance review process aligns individual goals with business priorities and assesses performance against predefined objectives and measurable outcomes.

All eligible employees participate in the annual PMS cycle, which includes performance reviews, manager feedback and development discussions. The process supports the identification of strengths, development areas and future growth opportunities while facilitating informed decisions related to rewards, career progression and talent development. Following completion of the PMS cycle, individual increment letters are issued to employees, communicating revisions to compensation structures, including adjustments to base pay and other financial entitlements.



During FY 2025-26, **100%** of eligible employees across all locations received regular performance and career development reviews.

Living Wage

We promote fair and responsible wage practices that support a decent standard of living for our workforce. Guided by our Living Wage Policy, we benchmark employee compensation against internationally recognized living wage methodologies to ensure remuneration remains aligned with evolving cost-of-living considerations.

During the year, we completed a living wage assessment which confirmed that **100%** of direct employees across all job levels are paid at or above the applicable living wage

benchmark. For workers engaged through third-party contractors, we require compliance with applicable wage and labour regulations and encourage progressive alignment with living wage principles through ongoing engagement.

Fair and equitable remuneration practices are followed to promote employee well-being and align with the principles of a living wage. During the reporting period, the ratio of basic salary of women to men was **0.81** at the executive level, **0.85** at the mid-management level and **0.87** at the top management level. These indicators are reviewed periodically to monitor pay equity, strengthen transparent remuneration practices and promote an inclusive workplace.

Employee Benefits

We prioritize employee well-being through programs and policies supporting physical, emotional, financial, professional and social wellness across the employee lifecycle. Our people-first approach is reflected through healthcare support, wellness initiatives, flexible work practices, insurance coverage, leave programs and employee assistance interventions.

We provide employees and contractors with annual medical check-ups, healthcare support and insurance coverage across locations. Pre-employment medical assessments further support workplace safety and employee well-being standards. In addition, we provide retirement benefits, including provident fund and gratuity, in accordance with applicable statutory requirements, helping employees build long-term financial security.

Benefits extended to employees

 Group medical coverage	 Retirement provisions	 Group accident coverage	 Bonus and financial incentives
 Annual medical check-ups	 Transportation support	 Flexible working arrangements	 Bereavement leave
 Canteen facilities	 Creche facilities	 Marriage leave	 Miscarriage leave
 Medical insurance	 Paternity leave	 Maternity leave	 Adoption leave

Benefits coverage snapshot FY 2025-26



Annual medical check-up



Medical insurance



Accidental insurance



Parental leave



Retirement provision



Bonus eligibility

Employee Wellness and Assistance Program (EWAP)

Through the Employee Wellness and Assistance Program (EWAP), we support emotional well-being and mental health through counseling support, stress management, emotional resilience, wellbeing awareness and work-life integration initiatives.

EWAP support services

24/7

Counselling support through phone and video

Wellness and emotional resilience programs

Nutrition and lifestyle guidance

Legal and financial support services

Stress management interventions

Digital wellness resources and assessments



To strengthen employee mental wellness support, confidential counseling and emotional well-being services are provided for employees and their family members across locations.

Monthly webinars and awareness sessions on stress management, emotional well-being and mental health awareness were also conducted to encourage proactive participation and improve awareness of workplace wellbeing.

Supporting work-life integration

We conducted yoga sessions, Zumba programs, wellness talks, festive celebrations, cultural events, sports activities and employee engagement initiatives to strengthen employee well-being and workplace engagement. Hybrid work practices and flexible working arrangements also support work-life integration across eligible roles.

Yoga and Zumba sessions introduced under the Ladies Club initiative at Unit 4 were also extended to employees' family members, supporting emotional wellbeing, employee morale and family engagement.

Family-inclusive engagement initiatives such as Bidar Darshan continue to strengthen belonging and workplace culture across manufacturing locations through structured cultural and community engagement programs involving employees and their families.

Parental leave and family support

We support employees through important personal milestones with maternity leave, paternity leave, marriage leave, bereavement leave, adoption leave and childcare support initiatives, including creche facilities.

FY 2025-26 parental leave snapshot

Employees entitled to parental leave

3,238

Male

568

Female

Employees availing parental leave

234

Male

30

Female

Employees returning after parental leave

231

Male

15

Female

Return-to-work rate (%)

100%

Male

100%

Female

Employees retained 12 months after parental leave

146

Male

24

Female

Retention rate (%)

89%

Male

83%

Female



Health and Safety

Safety and employee well-being remain integral to our operational philosophy and sustainability priorities. We encourage a proactive safety culture focused on accountability, ownership, operational discipline, hazard prevention and continuous improvement across all locations and functions.

Our approach towards occupational health and safety

- ▶ Compliance with applicable regulations
- ▶ Proactive identification and mitigation of workplace risks
- ▶ Elimination of hazards and unsafe conditions
- ▶ Employee and contractor participation in safety programs
- ▶ Health and wellbeing support initiatives
- ▶ Continuous improvement through audits and monitoring

100%

Health and safety impact assessments conducted for significant product and service categories

Strengthening our OHS framework

Aligned with ISO 45001 principles, our Occupational Health and Safety framework provides a structured approach to workplace safety, operational resilience and occupational risk management across employees and contract workers.

Core pillars of the OHS framework



Safety governance and incident management processes are supported through structured reporting systems, standardized investigation procedures and organization-wide communication mechanisms designed to strengthen preventive action and cross-site learning across operations.

HSE dashboards and monitoring

We monitor leading and lagging indicators through monthly HSE dashboards covering safe man-hours, CAPA closure, hazardous waste management, compliance performance and operational safety metrics.

During the year, additional dashboards were introduced for process safety monitoring, contractor performance evaluation and safety training oversight, strengthening operational visibility and performance tracking across sites.

We also enhanced monitoring of occupational exposure risks through qualitative and quantitative exposure assessments, containment validation studies and workplace hygiene evaluations across research and manufacturing operations.

FY 2025-26 occupational safety performance

Indicator	FY26
Near miss cases	13
LTIFR	0
LTISR	0
Total recordable injuries (First Aid cases)	6
Fatalities – Employees	0
Fatalities – Contract workers	0



Safety risk management and audits

We strengthen safety risk management through structured hazard identification, engineering controls, safety evaluations, operational reviews, contractor safety management and lifecycle-based safety integration across projects and operations.

Formal investigation procedures, root-cause analysis methodologies and CAPA implementation frameworks support incident management processes across operations, while learnings and preventive actions are communicated across sites to strengthen organizational safety preparedness.

Fire safety infrastructure enhancements across facilities also continued during the year, with installations and system upgrades aligned with FM Global standards and operational safety requirements.

Additional risk-mitigation measures implemented during the year included hydrogen flame detection systems, sprinkler system enhancements, overfill protection systems for solvent storage tanks, underground cable detection systems and specialized sampling systems for pyrophoric chemicals.

Strengthening safety culture on the shopfloor

S-Tracker, self-assessment mechanisms, safety committees, GEMBA interactions, contractor engagement programs and awareness initiatives reinforce operational discipline, accountability and proactive safety management across shopfloor operations.

Leadership-led safety engagement

Leadership teams, departmental heads and functional teams actively participate in scheduled GEMBA walks, safety huddles, pep talks, refresher trainings and internal inspections to strengthen organization-wide ownership of workplace safety practices.

Encouraging proactive safety participation

Near miss reporting and Safety Champion recognition programs continued to strengthen employee participation and proactive reporting culture across operations through structured recognition and reward mechanisms.



Contractor safety and awareness

Digital kiosks and structured contractor training interventions were also introduced to strengthen safety awareness, operational discipline and contractor engagement across manufacturing locations.

External competency-building programs were conducted for employees and contractors, including scaffolding inspector certification training and first-aid training for emergency response teams.

Strengthening process safety and future readiness

During the year, the organization continued to strengthen process safety capabilities through expansion of process safety laboratory infrastructure, enhancement of thermal and powder safety testing capabilities and planned development of advanced safety laboratories to support future operational requirements.

Process safety considerations are integrated across the project lifecycle, from process

development and scale up to technology transfer and commercial manufacturing. Structured risk assessments, Basis of Safety evaluations, HAZOP studies and pre-startup safety reviews support the identification and mitigation of process risks while strengthening operational safety and reliability.

During the year, we further strengthened our process safety capabilities through advanced thermal and reaction hazard assessments to evaluate reaction behavior, thermal stability, decomposition risks and critical operating parameters. These assessments support the establishment of safe operating conditions and informed decision-making across process development and manufacturing activities.

We also enhanced powder safety assessment capabilities through specialized testing of ignition, explosion, friction and impact sensitivities, supporting the safe handling, storage, processing and transportation of materials across operations.

Advancing high-potency handling infrastructure

Capability enhancement initiatives undertaken to establishing OEB6-level handling infrastructure across manufacturing and R&D operations, supporting advanced containment systems, integrated safety controls and specialized handling requirements for high-potency materials.

Containment validation programs were further expanded across laboratories, pilot plants and manufacturing facilities to assess the effectiveness of engineering controls and specialised containment systems used for handling potent compounds.

Driving digitization across HSE systems

Additional HSE dashboards and digital monitoring mechanisms were introduced to strengthen visibility across compliance, CAPA tracking and operational safety metrics. The organization is also progressing toward greater digitization of HSE procedures, reporting systems and monitoring frameworks to strengthen operational efficiency and safety management.

Occupational Health and Hygiene

We maintain a structured occupational hygiene program focused on identifying, assessing and managing workplace exposure risks across research, development and manufacturing operations. Through qualitative and quantitative exposure assessments, compounds are classified into occupational exposure bands, enabling the implementation of risk-based containment and handling strategies for different materials and processes.

Our occupational hygiene capabilities are supported by specialised monitoring equipment, analytical testing infrastructure, in-house expertise and exposure assessment programs that help strengthen workplace health protection and safe operating practices.

Advanced HPAPI Infrastructure

A key component of this framework is our High Potent Active Pharmaceutical Ingredient (HPAPI) infrastructure at the Hyderabad RandT Centre. The facility is equipped with specialized isolators, fume hoods, dedicated air handling systems, safety interlocks and decontamination systems for the safe handling of highly potent compounds.

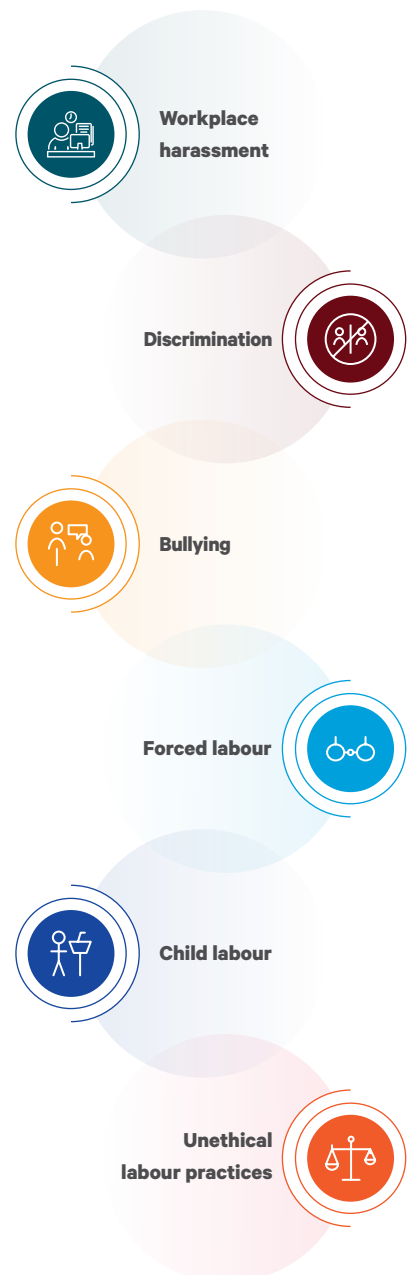
Building Emergency Response Readiness

We maintain a comprehensive emergency preparedness and response framework designed to identify, assess and manage potential operational risks. The framework includes site specific emergency response procedures, functional safety systems, regular mock drills, emergency response team training and periodic reviews of preparedness measures.

Awareness sessions and hands-on training are extended to employees and contract workers to ensure a coordinated response during emergencies. Insights from drills, audits and incident reviews are integrated into corrective and preventive action plans, strengthening organizational resilience and operational readiness.

Human Rights

We uphold human rights principles across our operations, workforce practices and value chain by promoting dignity, equality, inclusion, ethical conduct and fair treatment for all employees and stakeholders. Our policies and practices align with internationally recognized principles related to labour rights, workplace safety, employee wellbeing and non-discrimination. Our Human Rights Due Diligence (HRDD) process provides a structured framework to identify, assess, prevent, mitigate and monitor actual and potential human rights impacts across our operations and value chain. The assessment covers our own operations, contract, temporary and migrant workers, suppliers, logistics partners and community interfaces, enabling us to prioritize risks based on their severity and implement appropriate mitigation and monitoring measures.





Strengthening responsible workplace practices

We maintain a structured Grievance Redressal Policy that enables employees, contract workers, interns and consultants to raise workplace concerns through accessible and transparent channels. The policy covers a wide range of matters, including working conditions, workplace safety, discrimination, harassment, employee welfare and employment-related issues. Employees can raise concerns through a formal escalation process supported by reporting managers, department heads and HR leadership, while anonymous complaints may also be submitted through grievance boxes available across locations.

The framework is overseen by dedicated Grievance Redressal Committees that review and address concerns in a fair and timely manner. Confidentiality and protection against retaliation are integral to the process, helping create a workplace culture founded on fairness, transparency, mutual respect and accountability.

Beyond our own operations, we assess potential human rights impacts across our external value chain, including suppliers, contractors, transport and logistics partners and local communities. The assessment considers risks such as child labour, forced labour, excessive working hours, occupational health and safety, discrimination and community health and safety. These risks are addressed through supplier engagement, audits, contractual requirements, awareness programs, grievance mechanisms and continuous monitoring to strengthen responsible business practices across the value chain.

Our approach is supported through



Grievance redressal mechanisms



POSH committees



Employee representation forums



Social dialogue platforms



Awareness and compliance programs



Supplier Code of Conduct and Ethics adherence

Human rights snapshot FY 2025-26

100%

Employees covered under collective agreements

100%

Employees covered under employee representation mechanisms

ZERO

Human rights grievances reported

ZERO

Cases resolved

Security personnel training

We ensure that 100% of our security personnel receive formal training on our human rights policies and the application of human rights principles in security-related operations. This strengthens responsible security practices and reinforces respect for human rights across all our operational sites.

Workers' Committee

We uphold responsible workplace practices by respecting freedom of association and encouraging employee engagement. While there is no recognized employee union, employees are encouraged to form associations in accordance with applicable laws and our policies. A Workers' Committee comprising management and employee representatives meets regularly to discuss workplace conditions, health and safety, employee welfare and grievances. Further, 100% of our operating sites are SA8000 certified, reflecting our focus on ethical labor practices, which are also extended to suppliers through our responsible sourcing requirements.

Child labour risk assessment

We conduct child labor risk assessments as part of our SA8000 framework to identify and mitigate potential risks across our operations. We enforce minimum age requirements, prohibit hazardous and night work for young workers and provide appropriate supervision, safety training and health monitoring. These measures help prevent physical, mental and social harm while reinforcing responsible labor and human rights practices.

Diversity, Equity and Inclusion

We regard workplace diversity as an important driver of organizational strength, innovation and employee growth. Our Diversity, Equity and Inclusion (DEI) agenda focuses on creating a workplace where employees feel respected, valued, supported and empowered to contribute meaningfully. Through inclusive policies, equitable opportunities, empathetic leadership and employee-focused initiatives, we nurture a culture of collaboration, belonging and professional growth across the organization.



Inclusive work environment



Empathetic leadership



Diversity across abilities



Employee engagement and belonging

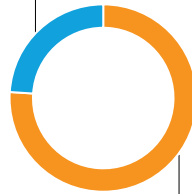


Policies and practices for inclusion

Total employees by age group

Under 30 years

362

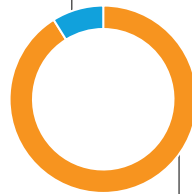


1148

Male
Female

30–50 years

192

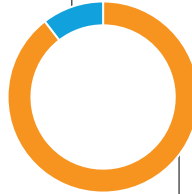


1970

Male
Female

Above 50 years

14



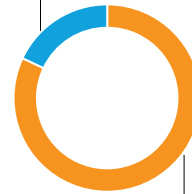
120

Male
Female

Total employees by region

Telangana

476

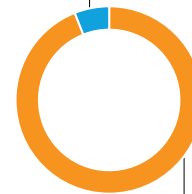


2,168

Male
Female

Karnataka

65

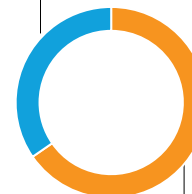


1,019

Male
Female

UK

27



51

Male
Female



Inclusive work environment

We strengthen an inclusive workplace by addressing all forms of discrimination and promoting fairness, dignity, respect and equal opportunity across the employee lifecycle. Our policies and practices support a workplace free from bullying, harassment and discrimination, while similar expectations are extended across our value chain through our Supplier Code of Conduct and Ethics.

Equal opportunity

We uphold our position as an equal opportunity employer by ensuring that all employment related decisions, including recruitment, compensation, promotions, transfers, benefits, training and career progression, are made without discrimination based on race, religion, nationality, ethnic origin, age, gender, disability, marital status or sexual orientation.

We continue to prioritise meritocracy while strengthening workforce diversity through inclusive hiring practices and targeted interventions focused on enabling equitable opportunities across the organization.

Empathetic leadership

We believe meaningful organizational progress begins with leaders who champion inclusion, collaboration, trust and employee wellbeing. Our leaders encourage open communication and supportive workplace practices that enable employees to contribute confidently and realise their full potential.

We also conducted sensitization programs for HR Business Partners and HR teams focused on recognising women-centric workplace challenges, unconscious biases, workplace barriers and employee well-being through empathetic and values-led HR practices.

Diversity across abilities

We strengthen inclusion for persons with disabilities by improving workplace accessibility, enhancing awareness and enabling equitable opportunities across the employee lifecycle. Our HR systems, workplace processes and infrastructure support accessibility, inclusion and employee wellbeing.

Workforce diversity snapshot FY 2025-26

14.9%

Women in workforce



7.9%

Women in leadership roles

0.08%

Persons with disabilities in workforce

Women empowerment

We strengthen gender representation across the organization through focused interventions supporting recruitment, development, retention, well-being and leadership participation for women employees. Our initiatives focus on enabling professional advancement, leadership readiness, mentorship, networking and career growth opportunities for women employees.

Women Network Connect

Women Network Connect served as a platform for advancing professional development, encouraging meaningful dialogue and promoting a more inclusive workplace culture. The initiative inspired mentorship, leadership participation and stronger peer networks among women employees, while creating supportive spaces to exchange experiences and engage in conversations around growth and wellbeing.

During the year, expert-led health and wellness sessions by gynaecologists and nutritionists provided guidance on nutrition, lifestyle practices and holistic well-being.

Creating an inclusive workplace culture

We view gender diversity as an important driver of a progressive and high-performing workplace where individuals are empowered to grow and succeed without barriers. Through leadership development programs, inclusive policies and employee engagement initiatives, we seek to strengthen equitable opportunities and cultivate a culture that supports professional advancement, inclusion and belonging across the organization.

Compensation and pay equity

We comply with all statutory wage regulations while reinforcing equitable compensation practices across the organization. Compensation structures are periodically assessed through market-aligned methodologies and role-based benchmarking frameworks to identify and address disparities, where applicable. We follow fair and equitable remuneration practices across all levels of the workforce. During the year, the ratio of remuneration of women to men stood at 0.81 at the executive level, 0.85 at the mid-management level and 0.79 at the top management level. The ratio of basic salary of women to men was 0.81 at the executive level, 0.85 at the mid-management level and 0.87 at the top management level. These indicators are reviewed periodically to monitor pay equity, strengthen transparent remuneration practices and promote an inclusive workplace.

SOCIAL AND RELATIONSHIP CAPITAL



Progress becomes enduring when it is built on trust, shared responsibility and meaningful partnerships.

At Sai Life Sciences, our relationships across customers, suppliers, communities and stakeholders form a connected ecosystem that strengthens resilience, collaboration and long-term value creation. Guided by transparency, accountability and responsible business practices, we deepen engagement across the broader value chain while creating inclusive opportunities and supporting social progress through community-focused initiatives.

Every interaction reflects our commitment to continuity, partnership and collective advancement in an evolving global landscape. Because lasting impact is never created in isolation, it grows through relationships that move forward together.

Priority Areas

- ▶ Responsible supply chain management
- ▶ Sustainable procurement practices
- ▶ Supplier governance and compliance
- ▶ Education and Skill Development
- ▶ Community Health and Well-being
- ▶ Environmental Conservation and Water Stewardship



Strengthening Responsible and Future-Ready Supply Partnerships

At Sai Life Sciences, our supplier ecosystem plays an integral role in supporting operational excellence, sustainability priorities and long-term business resilience. During FY 2025-26, we enhanced supplier governance frameworks, deepened ESG integration across procurement operations and strengthened collaboration with strategic partners to build a more transparent, responsible and future-ready supply chain.

Guided by our Sustainable Procurement Policy and global compliance standards, we embedded environmental, social, ethical and governance considerations across supplier onboarding, evaluation, engagement and performance monitoring processes. Our approach is centred on strengthening supply continuity, improving supplier accountability, mitigating operational risks and supporting long-term value creation across the supply chain ecosystem.

Supplier diversification and reduction of import dependency remained important strategic priorities during the year, with focused efforts to strengthen indigenous and local supplier ecosystems to improve supply continuity, responsiveness and operational resilience.

ZERO

Regulatory non-compliance incidents related to product health and safety

ZERO

No. of incidents of non-compliance with voluntary codes concerning product and service information and labeling

ZERO

No. of incidents of non-compliance with voluntary codes concerning the health and safety impacts of products and services

12

Customer complaints received

11

Customer complaints resolved

Strengthening Supplier Governance Frameworks

During the year, we further enhanced our Supplier Code of Conduct and Ethics framework, reinforcing expectations related to ethical business conduct, labor and human rights, workplace safety, environmental stewardship, anti-bribery practices and regulatory compliance. Adherence to these principles remained mandatory across procurement operations.

To strengthen governance and supplier accountability across the value chain, our procurement and sustainability teams engaged closely with suppliers through periodic engagement programs, governance reviews and audits aligned with evolving ESG expectations, customer requirements and regulatory standards.



Key areas of supplier governance focus included

- 1 Ethical business conduct and regulatory compliance
- 2 Labour and human rights practices
- 3 Environmental stewardship and workplace safety
- 4 ESG alignment and responsible sourcing practices
- 5 Supplier accountability and governance mechanisms

We also integrated ESG-linked clauses and sustainability expectations into supplier agreements across strategic and critical supplier categories. In parallel, alternate vendor development programs were strengthened to reduce dependency on imported suppliers, improve raw material availability and support uninterrupted supply continuity across critical projects and operations.

ISO 28000:2022 Certification

During FY 2025-26, Sai Life Sciences achieved ISO 28000:2022 certification, reflecting a structured approach to supply chain security, governance and risk management. This milestone strengthens business continuity, operational resilience and stakeholder confidence while embedding robust security practices across supply chain operations.



Advancing Sustainable Procurement Practices

Our sustainable procurement approach is aligned with the principles of ISO 20400 and integrates environmental, social and governance considerations into procurement decisions across the value chain. Through our Sustainable Procurement Manual and Supplier Code of Conduct and Ethics Policy, we promote responsible sourcing practices that support long term business resilience, ethical conduct and sustainable value creation.

Sustainability considerations are embedded across supplier selection, evaluation and engagement processes, enabling a holistic assessment of supplier performance beyond conventional commercial parameters. The framework is designed to strengthen supply chain transparency, manage risks and encourage responsible business practices throughout the supplier ecosystem.

We strengthen sustainable procurement practices by promoting responsible sourcing across our supply chain. Approximately 30% of our input materials are procured from local suppliers, supporting regional economic development, enhancing supply chain resilience and reducing transportation related environmental impacts while building long term partnerships with local businesses.

Further, 100% of our Tier 1 suppliers adhere to our Supplier Code of Conduct (SCoC), reinforcing responsible sourcing practices and aligning with our expectations on ethical business conduct, human rights, labor standards, environmental stewardship and regulatory compliance.

Key Areas of Supplier Assessment

- 1 Environmental compliance and environmental management practices
- 2 Occupational health and safety performance
- 3 Human rights and fair labour practices
- 4 Ethical business conduct and anti-bribery measures
- 5 Quality systems and regulatory compliance readiness
- 6 Operational capability and business continuity preparedness
- 7 Technology adoption and innovation capabilities
- 8 Protection of intellectual property and confidential information
- 9 Governance standards and legal compliance

Driving Sustainable Value

By integrating sustainability into procurement governance, supplier management and sourcing decisions, we enhance supply chain resilience, mitigate environmental and social risks, strengthen stakeholder trust and contribute to sustainable development objectives across our operations and value chain.

172

RM Vendors registered in FY 2025-26

34%

Of input material sourced directly from MSME suppliers/producers (RM vendors)

100%

Of targeted suppliers that have signed the supplier code of conduct

68%

Of the procurement budget used for significant locations of operations that is spent on suppliers local to that operation (RM overall) (TS and Karnataka)

78%

Of input material sourced directly from suppliers within the district and neighbouring districts (within India) (RM Vendors – TS, AP and Karnataka)

100%

Of buyers across all locations who have received training on sustainable procurement

100%

Of new suppliers that were screened using social criteria

172

No. of new suppliers who have been assessed for environmental impacts annually.

100%

Of new suppliers that were screened using environmental criteria.

ZERO

Percentage suppliers who have been terminated owing to (environment and social impacts)

172

Number of suppliers assessed for environmental impacts.

83.3%

Of Suppliers Covered by ESG / CSR On-site audits

100%

Suppliers made improvement commitments (for both environmental and social impacts)

100%

Of targeted suppliers that have gone through a CSR assessment (e.g. questionnaire)

ZERO

Suppliers identified as having significant actual and potential negative environmental impacts.

ZERO

Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of the assessment.

ZERO

Percentage of suppliers identified as having significant actual and potential negative environmental impacts, with which relationships were terminated as a result of the assessment

ZERO

Suppliers identified as having significant actual and potential negative social impacts.

ZERO

Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of the assessment.

ZERO

Percentage of suppliers identified as having significant actual and potential negative social impacts, with which relationships were terminated as a result of the assessment



ESG Integration Across the Supply Chain

Strengthening ESG integration across the supplier ecosystem remained a priority during the year. We expanded supplier sustainability assessments to evaluate environmental, social and governance performance across critical suppliers and high-impact procurement categories.



Environmental

- ▶ Greenhouse gas emissions and energy management
- ▶ Waste and water management practices
- ▶ Pollution prevention measures
- ▶ Sustainable packaging and logistics



Social

- ▶ Workplace safety and labour practices
- ▶ Human rights and non-discrimination standards
- ▶ Employee welfare and diversity practices



Governance

- ▶ Anti-corruption and ethical business practices
- ▶ Grievance management mechanisms
- ▶ Supplier accountability and compliance systems

Enhancing Supplier Engagement and Capability Building

We deepened engagement with suppliers through structured training, awareness programs and collaborative sustainability efforts. During the year, supplier engagement activities focused on enhancing understanding of ESG principles, responsible sourcing practices, environmental management, workplace safety and evolving compliance expectations.

Our supplier capability-building programs supported suppliers in improving sustainability performance, strengthening operational

practices and aligning with global ESG frameworks and customer expectations.

We also collaborated with suppliers on climate-related initiatives, encouraging greater transparency, emissions monitoring and adoption of low-carbon practices across the value chain.

Driving Supply Chain Resilience and Operational Excellence

Our supplier governance approach is designed to build a resilient and agile supply ecosystem capable of supporting evolving business and customer requirements. During FY 2025-26, we further strengthened supplier diversification strategies, digital supply chain monitoring capabilities and procurement governance processes to improve visibility, responsiveness and operational efficiency.

Strengthening Digital Supply Chain Visibility

We utilized digital tools and performance dashboards to strengthen supplier monitoring, procurement planning and delivery performance management. These initiatives enhanced collaboration across supplier networks while enabling faster identification of operational gaps and improvement opportunities.

A raw material tracking dashboard was introduced during the year to strengthen visibility across raw material movement, procurement tracking, delivery timelines and material availability across operations.

Advancing Greener Supply Chain Operations

The organization strengthened greener supply chain initiatives through the transition of the Unit 4 boiler system to briquette-based fuel usage and the adoption of EV-based vehicles across internal logistics operations through logistics partners.

Strengthening Supplier Risk Monitoring

Vendor risk assessments and supplier performance evaluations were further strengthened across parameters, including pricing, delivery timelines, safety standards, quality performance and supply continuity to improve operational reliability and governance across the supplier ecosystem.





Corporate Social Responsibility

Our CSR initiatives are focused on creating measurable impact across education, employability, child welfare, community well-being and environmental restoration. During FY 2025-26, we partnered with specialised organizations to address local development priorities through programs that expand learning opportunities, strengthen livelihood prospects, promote child safety and support the restoration of natural resources. These interventions contributed to inclusive development while addressing the evolving needs of the communities associated with our operations.

Advancing STEM Education Through Experiential Learning

Through our partnership with Janyaa Foundation, we supported the Janyaa Lab in a Box (JLIB) program, which brings hands-on science education to government schools. The program enables students to learn scientific concepts through experimentation and practical application while equipping teachers with tools and methodologies to deliver engaging classroom experiences. Activities during the year included teacher capacity-building workshops, classroom demonstrations, monitoring visits and student-led science events that encouraged creativity, innovation and problem-solving.

The program reached 37 government schools, providing students and teachers with access to curriculum-aligned STEM learning resources that strengthened scientific thinking, experimentation and problem-solving skills.

FY 2025-26 Highlights

STEM learning interventions across government schools

Teacher training and classroom support programs conducted

Student participation through science-based competitions and innovation initiatives

Case Study

Strengthening Supplier ESG Capability – A Collaborative Journey with Vital Synthetic Labs Pvt Ltd

Sai Life Sciences partnered with Vital Synthetic Labs Pvt Ltd to advance ESG performance through structured engagement, capability-building support and regular progress reviews. Through this collaborative approach, the supplier enhanced ESG disclosures, strengthened governance practices and improved responsiveness to sustainability-related requirements, resulting in an improvement in its ESG rating from Beginner to Implementer. In recognition of these efforts, Vital Synthetic Labs Pvt Ltd received the Sustainable Supplier Award 2025, reflecting the value of partnership-driven progress and the importance of embedding sustainable practices across the supply chain.

Case Study

Recognized for Supply Chain Excellence

Sai Life Sciences was recognised among the Top 10 Pharma Supply Chain Champions in India (Mid-Size Segment) by the Institute of Supply Chain Management (ISCM), acknowledging its efforts in strengthening supply chain performance and operational effectiveness. The recognition followed a comprehensive evaluation of organizations across industries, assessing areas such as innovation, resilience and execution excellence. The achievement reflects the organization's focus on supply chain governance, digital enablement and supplier ecosystem development, supported by close alignment across teams. The award was presented at the 5th Pharma SCM 5.0 Summit, highlighting Sai Life Sciences' standing within the industry and its focus on building agile, responsive and resilient supply chain operations.

Enhancing Employability and Livelihood Opportunities

In collaboration with NIIT Foundation and Udyogwardhini Shikshan Sanstha, we supported programs focused on improving employability and livelihood opportunities for underserved communities. These initiatives provided vocational and skill-development training aligned with industry requirements, helping participants strengthen their technical capabilities and workplace readiness. The programs were designed to improve access to sustainable employment and income-generation opportunities, particularly for youth from economically disadvantaged backgrounds.

The livelihood portfolio also included the Unnatwa Tech Skilling and Livelihood Development initiative, which equipped youth with technical and employability skills to improve access to sustainable livelihood opportunities.

During the year, the program portfolio was expanded through a partnership with KKR Foundation to deliver NSQF-compliant technical skilling programs. Training was offered across trades such as electrician services, AC field technician services, fitter training and solar panel installation and repair, complemented by communication skills, interview readiness and placement support.

FY 2025-26 Highlights

Career development and vocational training programs implemented

Skill-building initiatives focused on industry-relevant competencies

Employment-oriented training delivered to underserved youth

367

youth benefited through the Unnatwa Tech Skilling and Livelihood Development program



Supporting Child Welfare and Community Well-being

Through our partnership with Roshini Trust, we supported interventions focused on the care, development and well-being of vulnerable children and adolescents. The program provided developmental assessments, counselling, therapy, caregiver guidance and psychosocial support across multiple child-care and rehabilitation institutions. These services contributed towards improving emotional well-being, developmental outcomes and access to specialised care for beneficiaries.

The interventions extended across adoption centres, children's homes, juvenile homes, observation homes and rehabilitation institutions, where beneficiaries received psychological assessments, trauma counselling, behavioral therapy, caregiver guidance and rehabilitation support. The program also strengthened emotional resilience, social development and reintegration outcomes for vulnerable children and adolescents.

We also supported St. Jude India ChildCare Centres, helping provide accommodation and holistic care services for outstation families of children undergoing cancer treatment.

In addition, support was extended to free medicine assistance and home-based care initiatives, improving access to essential healthcare services and continuity of treatment for underserved patients and families. Through our partnership with L V Prasad Eye Institute (LVPEI), we also supported secondary eye care services and primary vision care centers, improving access to quality eye care for underserved communities through screening, diagnosis and treatment services. The initiative reached more than 21,000 beneficiaries during the year, with the majority belonging to vulnerable and marginalized communities.

FY 2025-26 Highlights

19,054

beneficiaries supported through LVPEI Secondary Centre, Alwal

2,430

beneficiaries reached through LVPEI Primary Vision Care Centres at Tumkunta

2,167

beneficiaries supported through Home Support services

752

patients received Free Medicine Support

3,649

beneficiaries supported

Developmental, counselling and rehabilitation services delivered

Support extended across multiple government-supported child-care institutions

Employee Voluntary Community Service – Sai Cares

Sai Cares serves as the unified platform for all employee-led community engagement initiatives at Sai Life Sciences, bringing together the values of empathy, inclusiveness and collective action. It reflects our belief that meaningful social impact is created when employees come together to serve communities with purpose and compassion. Going forward, all employee volunteering and community outreach activities will be undertaken under the Sai Cares umbrella, providing a cohesive identity and shared vision for our efforts. Symbolized by a circle of people joined together, the Sai Cares logo represents unity, collaboration and the spirit of giving back. Through Sai Cares, we strengthen our commitment to caring deeply, acting meaningfully and creating lasting positive impact in the communities where we operate.

Promoting Child Safety and Protection

Through our support for the Sankalp Suraksha initiative, child safety education programs were conducted to create awareness regarding the prevention of child sexual abuse. The program engaged students, parents, caregivers and educators through structured awareness sessions covering personal safety, safe and unsafe touch, reporting mechanisms and child protection laws. By encouraging informed conversations and awareness, the initiative contributed towards creating safer environments for children.

The program was implemented across government schools in Hyderabad and included teacher engagement and community outreach activities, helping extend awareness beyond classrooms and into families and neighbourhoods.

The initiative also engaged parents and caregivers through community-based awareness sessions, reinforcing child protection practices beyond the classroom and strengthening community participation in creating safer environments for children.

FY 2025-26 Highlights

101

child safety education sessions conducted

4,280

students reached across government schools

4,537

Beneficiaries engaged through school and community interventions

257

parents and caregivers participated in community-based child safety sessions

Extending Community Healthcare Support

Through our partnership with Roshini Trust, we expanded access to healthcare and welfare services for vulnerable communities through targeted outreach programs, juvenile home support and free medicine distribution. The initiative focused on improving access to essential healthcare services while addressing the needs of underserved individuals through institutional support and community-based interventions.

FY 2025-26 Highlights

2,167

beneficiaries supported through Home Support services

730

individuals reached through community outreach and mental health awareness programs

752

patients received Free Medicine Support

Restoring Water Resources and Ecological Assets

Environmental restoration remained an important area of focus during the year. Through partnerships with specialised organizations, we supported the restoration of the historic Manchirevula Stepwell and Kudikunta Lake in Hyderabad. These initiatives combined water conservation, groundwater recharge and ecological restoration while preserving important community assets.

The restoration initiatives were informed by detailed water impact assessments that

evaluated catchment conditions, groundwater recharge potential and long term hydrological benefits, helping identify interventions that would deliver the greatest environmental impact. At Kudikunta Lake, restoration efforts included the construction of rainwater inlets, desilting, bund strengthening and native plantation to improve water retention, enhance groundwater recharge and strengthen ecological resilience. At Manchirevula Stepwell, the second phase of restoration focused on improving community access through an amphitheatre style seating extension, creating a shared public space that encourages long term stewardship while preserving the site's cultural heritage. These initiatives form part of our broader water stewardship approach, supporting watershed restoration and regional water resilience.

The groundwater recharge potential generated through these projects contributes to replenishing local water resources and forms an important part of our water stewardship approach, supporting our journey towards achieving and sustaining water neutrality.

The restoration initiatives generated measurable environmental outcomes by improving groundwater recharge, strengthening urban water resilience and enhancing ecological conditions around the restored sites. Beyond their environmental benefits, these projects also preserved heritage assets while creating accessible community spaces that encourage long term stewardship of natural resources.

FY 2025-26 Highlights

Up to

10.99 million liters

annual groundwater recharge potential created through Manchirevula Stepwell restoration

182.5 million liters

annual groundwater recharge enabled through Kudikunta Lake restoration

13,230 tCO₂e

emissions avoided and 6,000 tons of plastic recovered through lake restoration efforts

NATURAL CAPITAL



The future of scientific progress depends on how responsibly we shape the world around us today.

At Sai Life Sciences, environmental stewardship is embedded across our research, development and manufacturing operations, shaping the way we plan infrastructure, adopt technologies and manage day-to-day operations. As a science-driven CRDMO organization, we recognise that sustainable growth requires us to balance scientific advancement with responsible environmental management. From renewable energy and water stewardship to circularity, resource efficiency and decarbonization, we continue to strengthen systems that enhance long-term resilience across the value chain.

By integrating sustainability into our operational strategy and execution, we aim to create lasting value while preserving resources and strengthening environmental resilience for future generations.

Priority Areas

- ▶ Climate action and decarbonization
- ▶ Energy efficiency and renewable energy
- ▶ Water stewardship and Zero Liquid Discharge
- ▶ Waste management and circularity
- ▶ Biodiversity and ecological conservation
- ▶ Sustainable resource management



Our environmental approach is centered on improving operational efficiency, strengthening resource stewardship, reducing emissions and advancing low-carbon and circular practices across our value chain. Through targeted initiatives, we optimize water and energy utilization, strengthen waste management systems, enhance environmental monitoring mechanisms and integrate cleaner technologies across our operations.

Operational integration

Environmental responsibility is integrated across our CRDMO platform through energy-efficient infrastructure, responsible water management, emissions control systems, advanced wastewater treatment technologies, circular waste management practices and sustainable utility upgrades.

Sustainability Governance

Our sustainability governance framework integrates environmental, social and governance priorities into business strategy, risk management and operational decision-making. The framework provides clear oversight, accountability and cross-functional ownership for advancing sustainability objectives across our organization

Board-Level Oversight

The CSR and Sustainability Committee serves as the apex governance body responsible for

overseeing sustainability priorities, reviewing performance and providing strategic direction on ESG-related matters.

Cross-Functional ESG Leadership

The ESG Steering Team provides strategic guidance for the implementation of sustainability initiatives across the organization. Comprising leaders from key functions, the team facilitates collaboration, reviews performance and supports the integration of sustainability considerations into our business planning and operational activities.

Operational Execution and Accountability

Dedicated sustainability, environmental, health and safety teams work closely with manufacturing, engineering, procurement, quality, human resources and corporate functions to implement sustainability programs, monitor performance indicators and support our disclosure and reporting requirements. This collaborative approach enables the consistent execution of our sustainability initiatives across our locations and functions.

Monitoring Sustainability Priorities

Performance against the nine sustainability pillars is reviewed through defined governance mechanisms involving the CSR and Sustainability Committee, ESG Steering Team and functional leadership teams. Progress on

climate action, water stewardship, circularity, biodiversity, sustainable procurement, human capital, governance and ethics, corporate social responsibility and customer co-creation is monitored through periodic reviews, performance indicators and action plans.

Sustainability Risk Management

Sustainability considerations are integrated into our enterprise risk management processes through structured assessments covering climate, water, biodiversity, circularity and sustainable procurement. These assessments support informed decision-making and help identify opportunities to strengthen our long-term resilience and resource stewardship.

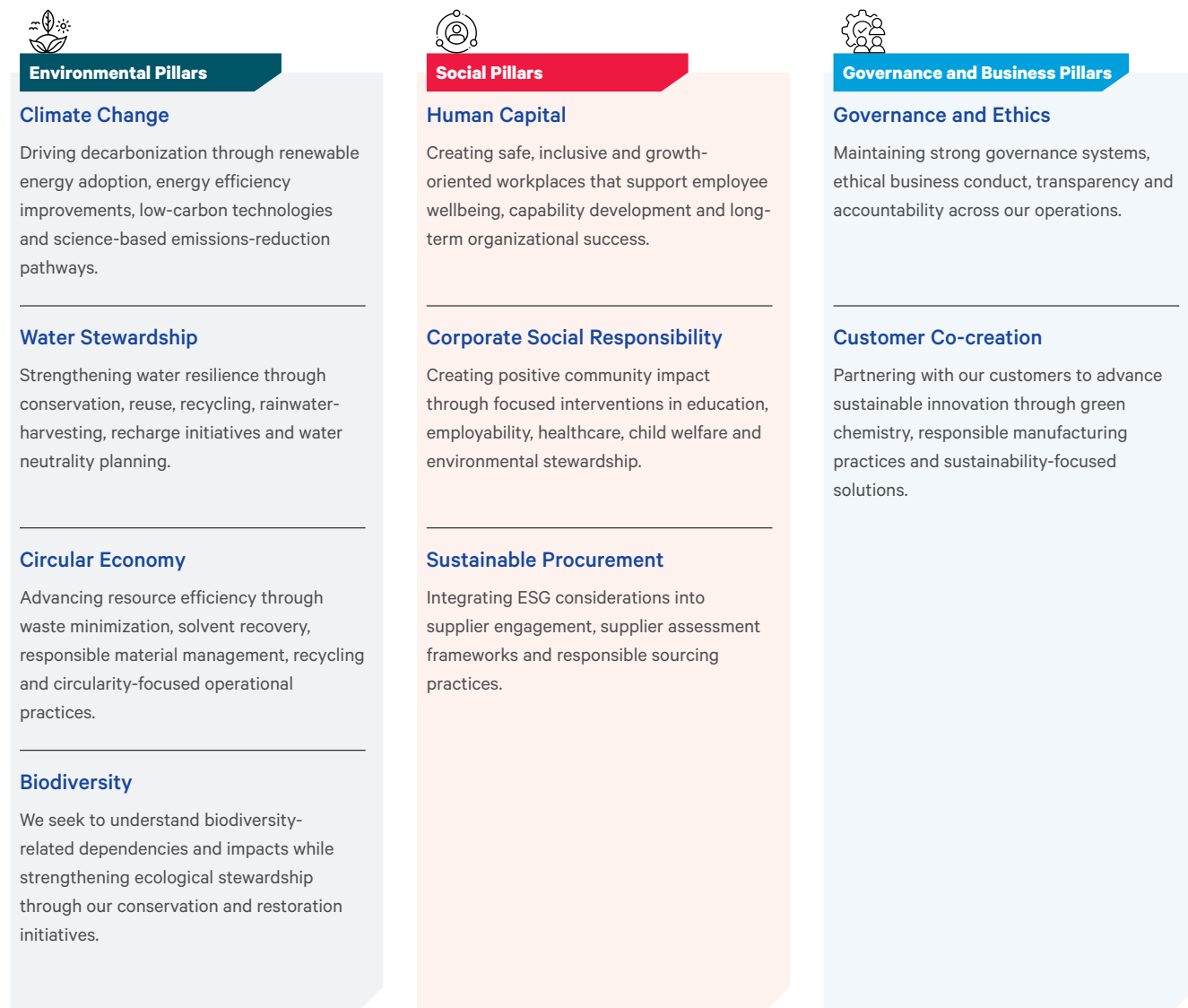
Stakeholder Engagement and Capacity Building

Regular engagement with customers, suppliers, investors, employees and communities supports the identification of emerging sustainability priorities and stakeholder expectations. ESG awareness programs and governance-focused capacity-building initiatives further strengthen sustainability understanding and accountability across the organization.



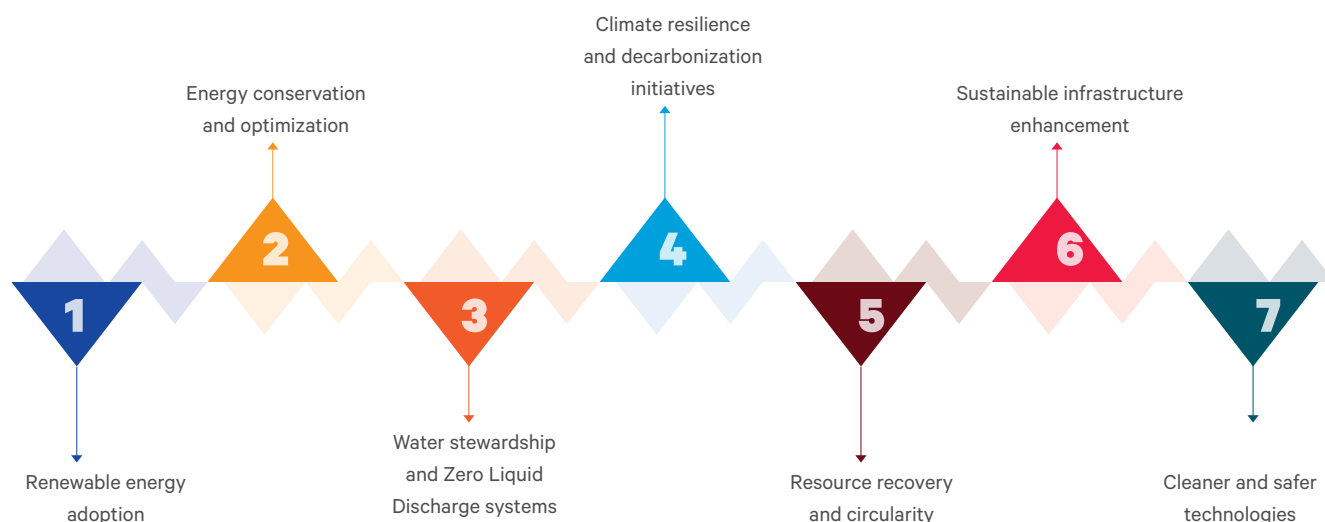
Our Sustainability Strategy

Our sustainability strategy provides a structured framework for managing environmental and social priorities across the organization. The strategy is built around our nine interconnected pillars that reflect our most material sustainability themes and support long-term value creation.



Strengthening long-term resilience

We are advancing initiatives that support enduring environmental resilience and operational sustainability, with ongoing focus on



Climate Transition Plan

As part of our long-term decarbonization roadmap, we strengthened climate transition initiatives across Scope 1, Scope 2 and Scope 3 emissions during FY 2025-26. Our approach focuses on integrating renewable energy, operational efficiency, low-carbon technologies, responsible sourcing practices and governance-led climate management into our business operations and long-term strategy.

Focus area	Key initiatives
Scope 1 transition	Biomass boiler transition initiatives, diesel generator optimization, refrigerant management programs, cleaner fuel adoption, fleet optimization and EV transition initiatives
Scope 2 transition	Renewable energy sourcing through hybrid PPAs and I-REC procurement, rooftop solar initiatives, battery storage systems, energy conservation programs, operational efficiency improvements
Scope 3 decarbonization	Supplier decarbonization programs, green logistics partnerships, low-carbon procurement practices, value chain emission reduction initiatives
Governance integration	Dedicated GHG Management Team led by the Head of Sustainability, ESG Steering Team oversight, CSR and Sustainability Committee review mechanisms, integration of GHG budgets into annual financial planning
Operational transformation	Adoption of My Green Lab principles, green chemistry initiatives, process optimization measures, energy audits and operational efficiency enhancement programs
Circularity and resource management	Waste recovery systems, co-processing initiatives, salt recovery systems, resource circularity programs, sustainable infrastructure enhancement
Long-term climate resilience	Science-based decarbonization planning, SBTi-aligned near-term targets, climate risk integration, renewable energy expansion and low-carbon operational transition initiatives



SBTi-Validated Targets

A significant milestone during the year was the validation of our near-term emissions-reduction targets by the Science Based Targets initiative (SBTi). The validated targets align with a 1.5°C pathway and provide a science-based framework for reducing emissions across operations and the value chain.

FY 2035 SBTi Target

Scope 1 and Scope 2 emissions

58.8%

reduction from FY 2023-24 baseline

Scope 3 emissions

63.8%

reduction per INR value added

Alignment pathway

1.5°C

Energy Management

Energy management is a strategic priority across our operations, particularly given the energy-intensive nature of research, development, scale-up and manufacturing activities within the CRDMO sector. As our operational footprint expands, we remain focused on improving energy efficiency, optimizing consumption patterns, strengthening renewable energy integration and reducing the environmental impact associated with energy use across our facilities.

At both our Bidar manufacturing and R&D facilities, which are certified under ISO 50001, dedicated energy management initiatives support monitoring of energy consumption patterns, operational assessments, conservation programs and identifying efficiency opportunities across processes and utilities. Shop-floor teams work closely with the Energy Management Team to identify operational improvements and implement targeted initiatives that strengthen operational efficiency and energy performance.

Energy management roadmap

Our energy management roadmap focuses on improving operational efficiency, reducing our environmental impact and strengthening long-term energy resilience through structured and measurable interventions.

Roadmap

Stepping up energy efficiency through data-based management

Strengthening through Energy Management Systems

Investing through technology and infrastructural initiatives

Fostering a culture of energy awareness and responsibility through Encon

Future-proofing growth by setting targets

Focus Areas

Augmenting monitoring systems, analytics and operational controls to improve energy performance

Driving structured governance and continual improvement through ISO 50001 aligned systems

Integrating energy-efficient technologies, automation systems and infrastructure upgrades

Strengthening employee participation and operational accountability through conservation initiatives

Establishing long-term renewable energy and energy efficiency targets



Supporting Climate Transition Through Energy Management

Energy management forms a key component of our Climate Transition Plan and long-term decarbonization strategy. Energy efficiency initiatives, renewable energy adoption, process optimization and infrastructure upgrades support the reduction of operational greenhouse gas emissions while strengthening long-term energy resilience.

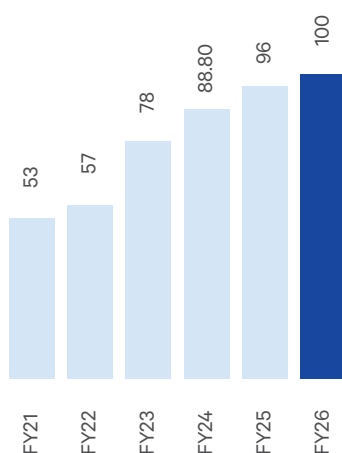
The Climate Transition Plan identifies renewable energy procurement, energy-efficient technologies, operational optimization and enhanced monitoring systems as important levers supporting the organization's Scope 1 and Scope 2 emission reduction pathway. These initiatives contribute to achieving our SBTi-validated climate targets and broader decarbonization objectives.

Renewable energy transition

Renewable energy integration remains a key component of our long-term decarbonization roadmap. Through focused interventions, renewable sourcing initiatives and sustained investments across operations, renewable energy utilization at Bidar has increased significantly over the years, supporting a reduction in greenhouse gas emissions and advancing our transition towards a lower-carbon operational model. Renewable energy integration remains a key component of our long-term decarbonization roadmap. Through focused interventions, renewable sourcing initiatives and sustained investments across operations, renewable energy utilization at Bidar has increased significantly over the years, supporting a reduction in greenhouse gas emissions and advancing our transition towards a lower-carbon operational model.

Renewable energy utilization at Bidar

(%)



Energy mix (electricity only)

48,270 MWH

Renewable energy across all sites

Energy consumption by source

Energy Source	UoM	FY 2024-25	FY 2025-26
Diesel	GJ	10,513	9,351
Coal	GJ	1,20,665	1,41,331
Furnace Oil	GJ	8,802	9,015
Petrol from Ambulance	GJ	17	20
Biomass	GJ	244	1,076
Natural Gas	GJ	3,845	3,000
Total Energy from fuel source	GJ	1,44,076	1,63,793
Grid Non-Renewable Energy	GJ	77,438	43,760
Grid Renewable Energy	GJ	94,117	1,78,445
Total Energy from grid electricity	GJ	1,71,555	2,22,205
Total Energy (Fuel + Grid Electricity)	GJ	3,15,631	3,86,001
% Renewable Energy mix	%	30%	47%

Energy efficiency initiatives

Energy conservation continues to be driven through structured operational measures, technology interventions, periodic audits and continuous monitoring programs led by our Energy Management Team.

Looking ahead, we have developed an Energy Audit Action Plan for FY 2027-28 covering 28 energy conservation projects across our operational units. The initiatives are expected to deliver annual energy savings of approximately 3.6 million kWh and further strengthen energy efficiency across our operations.

Major focus areas include

Fuel switching and cleaner energy transition initiatives	Comprehensive internal and external energy audits	Identification of energy-intensive operational hotspots
Technology upgrades and process optimization measures	Monitoring of energy consumption trends and key performance indicators (KPIs)	Reliability enhancement and operational efficiency improvements
Energy management actions aligned with the Climate Transition Plan	Evaluation of battery storage and renewable energy integration opportunities	Data-driven monitoring and performance optimization initiatives

To strengthen awareness and accountability, energy conservation and climate change training programs continued to be conducted across operations, with emphasis on reducing greenhouse gas emissions and promoting responsible energy practices.



Encon projects executed in FY 2025-26

Initiative	Estimated Annual Energy Savings (kWh)	Estimated Annual GHG Emission Reduction
+5°C Chiller Integration	2,10,000	148.47 tCO ₂ e
AHU Direct Axial Fan Blower with Motor and VFD Replacement	2,57,880	182.32 tCO ₂ e
VAC Type Air Dryer Installation (800 CFM)	2,48,832	175.92 tCO ₂ e
Articmaster for DXU/Chillers	1,63,800	115.81 tCO ₂ e
Chiller Integration (Biology and IDD)	3,47,000	245.33 tCO ₂ e
Auto OFF / Manual ON Controllers for Split and Cassette ACs	1,55,000	109.59 tCO ₂ e
Automatic Tube Cleaning System (ATCS) for Chillers	36,700	25.95 tCO ₂ e
Electrolytic Cooling Tower Water Treatment System*	Process optimization	Performance improvement and operational efficiency

We allocated a dedicated GHG Management budget of 30.31 lakh in FY 2025-26 to support emissions measurement, monitoring and reduction initiatives across our operations. To strengthen accountability, a portion of the management team's compensation is linked to progress on GHG reduction targets, reinforcing responsibility for achieving our climate objectives.

Strengthening Energy Infrastructure

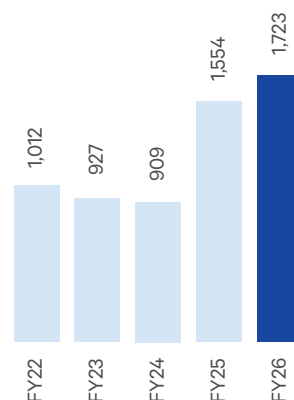
Energy infrastructure improvements support efficient utility management and operational reliability across our manufacturing and R&D facilities. We continue to evaluate opportunities relating to advanced monitoring systems, automation-led controls and technology interventions that improve energy performance across our operations.

Energy conservation at the Manchester R&D center

As part of our waste heat recovery initiatives, the combined heat and power (CHP) system at our Manchester R&D facility continues to improve operational efficiency through the simultaneous generation of electricity and thermal energy from a single fuel source. By recovering and reusing waste heat, the CHP system reduces energy losses, improves efficiency and lowers emissions while supporting the intensive energy requirements of pharmaceutical and life sciences operations.

Energy intensity

Energy Intensity (GJ/M USD)



Emission Management

Emission management forms a key pillar of our climate action agenda, shaping efforts to measure, monitor and reduce greenhouse gas emissions across operations and the value chain. Through targeted reduction strategies, technology-led interventions, renewable energy integration, operational optimization and process improvements, we are advancing our low-carbon transition roadmap while supporting long-term operational resilience.

GHG Emissions	UoM	FY 2024-25	FY 2025-26
Scope 1	tCO ₂ e	18,435	22,445
Scope 2 (Market-based)	tCO ₂ e	15,638	8,630
Scope 2 (Location-based)	tCO ₂ e	34,645	42,902
Scope 3	tCO ₂ e	83,606	90,272
Total	tCO₂e	1,17,679	1,21,347

We completed a comprehensive Climate Transition Plan that establishes a structured pathway for reducing emissions across Scope 1, Scope 2 and Scope 3 emissions. The roadmap integrates renewable energy adoption, fuel transition initiatives, operational efficiency improvements, supplier engagement and technology-led interventions into a unified decarbonization strategy designed to support long-term climate resilience and our business growth.

Methodology

Greenhouse gas emissions are reported in tonnes of carbon dioxide equivalent (tCO₂e) using the operational control approach. Scope 1 emissions calculations are based on recognized greenhouse gas reporting conversion factors, while Scope 2 emissions are calculated using grid emissions factors published by the Central Electricity Authority for the Indian power sector. Scope 3 calculations incorporate activity-based methodologies across relevant categories and are being strengthened through supplier engagement and improvements in emissions data quality. Under this methodology, emissions associated with purchased renewable electricity are considered zero.

Scope 3 emission categories

Category	Description	FY 2024-25 Emissions (tCO ₂ e)	FY 2025-26 Emissions (tCO ₂ e)
Category 1	Purchased Goods and Services	54,821.68	64,806
Category 2	Capital Goods	8,520.43	10,012
Category 3	Fuel and Energy	5,410.82	3,501
Category 4	Upstream Transportation and Distribution	5,316.49	3,173
Category 5	Waste Generated in Operations	85.9	395
Category 6	Business Travel	730.06	1,533
Category 7	Employee Commute	2,693.37	2,895
Category 8	Upstream Leased Assets	810	509
Category 9	Downstream Transportation and Distribution	1,628.58	141
Category 10	Processing of Sold Products	3,588.81	3,307
Category 11	End-of-Life Treatment of Sold Products	0.05	0.09
Total		83,606.18	90,272

ODS Emissions

538 Kg/Year

R-22

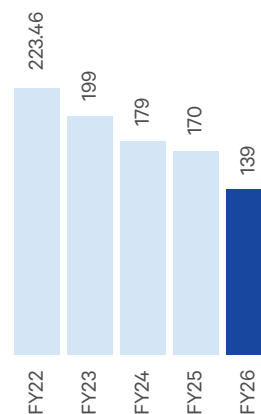
Strengthening Value Chain Decarbonization

Value chain emissions represent a significant proportion of our overall carbon footprint. Our decarbonization approach therefore extends beyond operational boundaries and includes supplier engagement, sustainable procurement practices, logistics optimization and enhanced emissions data management. These initiatives support improved visibility into Scope 3 emissions while facilitating collaborative emissions-reduction across the value chain.

To accelerate emissions reduction across the value chain, we are expanding the use of supplier scorecards and Product Carbon Footprint (PCF) data to strengthen emissions visibility and inform decision-making. We are also encouraging the adoption of renewable energy and other low-carbon practices across the supplier ecosystem, while integrating greenhouse gas emissions intensity into supplier evaluation processes. These measures support the transition toward a lower-carbon value chain and contribute to long term decarbonization objectives.

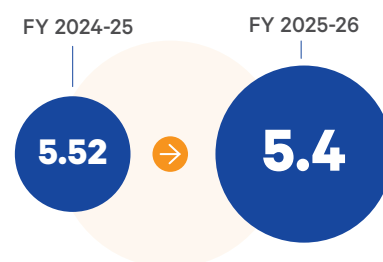
Specific GHG emissions

Specific GHG Emissions (tCO₂e/M USD)



Note: Emission intensity is calculated based on combined Scope 1 and Scope 2 emissions.

Specific Scope 3 emissions



Specific Scope 3 emissions (tCO₂e / Gross Profit)

Air emissions

18.507 Tons

NOx

42.690 Tons

SOx

11.502 Tons

Particulate Matter (PM)

ZERO Tons

Persistent Organic Pollutants (POP)

ZERO Tons

Volatile Organic Compounds (VOC)

ZERO Tons

Hazardous Air Pollutants (HAP)

ZERO Tons

Others

Biogenic emissions

100 tCO₂e

Biogenic Emissions

Key emission reduction initiatives

Our emission reduction strategy is centred on operational optimization, renewable energy integration, process efficiency enhancement and long-term decarbonization initiatives across operations and the value chain.

Reducing Scope 1 Emissions

Scope 1 emission reduction efforts focus on lowering direct emissions through biomass boiler transition initiatives, diesel generator optimization programs, refrigerant management interventions, fleet optimization measures and fuel-efficiency improvements. These initiatives support lower carbon intensity while improving operational performance and resource efficiency across facilities.

Accelerating Scope 2 Decarbonization

Scope 2 reduction efforts are centered on increasing renewable energy utilization and improving energy efficiency across our operations. Renewable energy sourcing through hybrid power purchase agreements and I-REC procurement, rooftop solar integration, CHP-based efficiency systems, waste heat recovery programs and energy conservation initiatives support reductions in purchased electricity-related emissions while strengthening our energy resilience.

Addressing Scope 3 Emissions

Scope 3 emissions remain an important focus area within the organization's climate transition roadmap. Sustainable procurement practices, supplier decarbonization initiatives, green logistics partnerships, low-carbon transportation measures and enhanced supplier engagement programs support improved visibility into value chain emissions while facilitating collaborative decarbonization efforts across the supply chain.

VOC emission control measures

We actively manage Volatile Organic Compound (VOC) emissions through engineering controls, operational safeguards, containment systems and monitoring mechanisms across facilities.

Process VOC emissions

VOC emissions associated with manufacturing processes are managed through a combination of engineering controls and containment systems. Key controls include closed-reactor and vacuum systems, primary and secondary condensers, closed-solvent transfer networks, nitrogen padding systems, back-pressure relief mechanisms and enclosed bulk storage infrastructure designed to minimize fugitive emissions and maintain environmental compliance.



ETP VOC emissions

At Effluent Treatment Plant (ETP) facilities, high-TDS effluent tanks operate with fume hoods and canopy enclosures. Emissions are captured and treated through multi-stage scrubbers to maintain ambient air quality compliance.

Advanced containment systems, including gloveboxes, PTS, DCS and dispensing isolators, support workplace safety and environmental protection.

Waste heat recovery systems

Waste heat recovery systems across our boilers and evaporators enhance operational efficiency through feedwater preheating, steam recovery, condensate recovery and reductions in thermal losses.

At our Zero Liquid Discharge (ZLD) ETP systems, pressure-powered pumps recover flash steam and condensate, improving boiler performance and reducing fuel consumption.

CHP system at Alderley Park

The Combined Heat and Power (CHP) system at Alderley Park, Manchester, supports energy efficiency and emissions reduction through the simultaneous generation of electricity and thermal energy from a single fuel source. The system improves overall operational efficiency, reduces energy losses and greenhouse gas emissions, strengthens utility resilience and supports long-term energy performance across the facility. By replacing the previous high-temperature hot water network, the CHP system addresses the intensive energy requirements of pharmaceutical and life sciences operations while supporting a lower-carbon operating model.

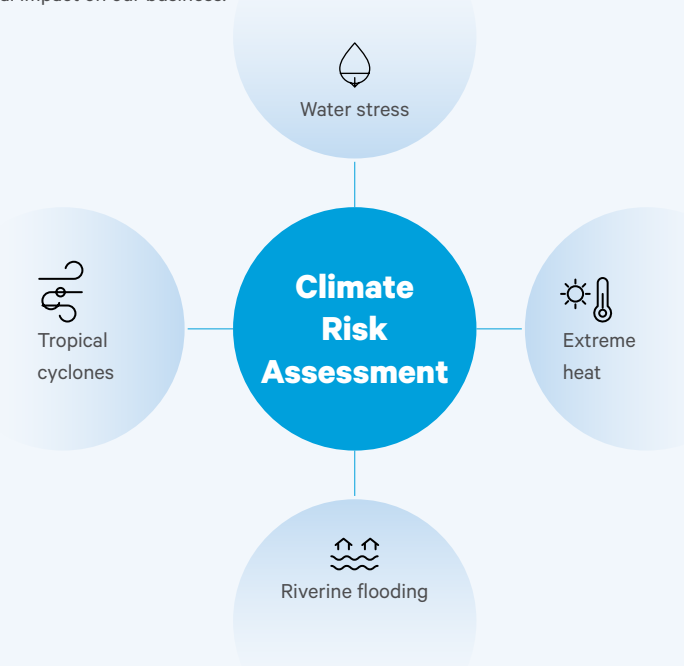
Climate Roadmap

Our long-term climate roadmap focuses on strengthening operational decarbonization through renewable energy expansion, energy efficiency improvements and low-carbon infrastructure development. Key priorities include increasing solar energy deployment, integrating heat-recovery technologies into ventilation systems, evaluating hydrogen blending opportunities within CHP operations and enhancing energy performance across facilities. These initiatives support the transition toward a more resilient and lower-carbon operating model aligned with our long-term climate objectives

Climate Risk Assessment

Climate-related risks and opportunities are integrated into our Enterprise Risk Management (ERM) framework, enabling the systematic identification, evaluation and mitigation of climate-related impacts. We conducted a comprehensive climate scenario analysis to assess climate-related risks and opportunities (CRROs) across our operations and value chain.

Using IPCC Shared Socioeconomic Pathways (SSPs) and Representative Concentration Pathways (RCPs), we evaluated both physical and transition risks under a range of climate scenarios. Following an assessment of more than 20 physical risks across our operational locations, four key risks were identified as having the potential to have the most significant financial impact on our business:



We also assessed transition risks associated with the shift to a low-carbon economy using scenarios developed by the Network for Greening the Financial System (NGFS) and the Global Change Assessment Model (GCAM). The assessment identified carbon pricing and technology investments related to the energy transition as the most material transition risks. Insights from the assessment support informed decision-making and strengthen the resilience of our long-term strategy.



Climate Related Risks and Opportunities

Climate-related risks and opportunities are integrated into our Enterprise Risk Management (ERM) framework, enabling us to identify, assess and manage climate-related impacts in a structured and forward-looking manner. Guided by the IFRS S2 Climate-related Disclosures Standard, we evaluate both physical and transition risks across our operations to strengthen resilience, support informed decision-making and create long-term value.

Climate-related risks are assessed using defined financial impact thresholds, with impacts exceeding 4% on our business growth and 5% on our profitability being classified as significant. This helps prioritize risks and guide mitigation measures.

Climate governance

Our climate strategy is supported by a robust governance framework, with oversight provided by the Board of Directors and an independent sustainability expert. The Board periodically reviews climate-related risks and opportunities, integrating climate considerations into business strategy, capital allocation and long-term resilience planning.

The Executive Leadership Committee, chaired by our CFO, reviews climate-related performance, monitors emerging risks and oversees progress against our sustainability objectives. The Sustainability Working Council, chaired by the Head of Sustainability, drives implementation through regular reviews focused on risk mitigation, identifying opportunities and performance monitoring, ensuring climate considerations remain embedded across our operations.

Our climate governance is further strengthened through the Climate Transition Plan, which establishes clear accountability for greenhouse gas management across Scope 1, Scope 2 and Scope 3 emissions. A dedicated GHG Management Team, supported by the ESG Steering Team and the CSR and Sustainability Committee, oversees implementation of emissions-reduction initiatives. Climate-related investments are integrated into annual financial planning, while a portion of management compensation is linked to progress against our GHG reduction targets, reinforcing accountability across our organization.

Identified risks and opportunities

During FY 2025-26, we continued strengthening our climate risk assessment by evaluating climate-related risks and opportunities across our operations and value chain. Guided by the IFRS S2 standard, our assessment considers both physical and transition risks that may influence operational continuity, financial performance and long-term business resilience.

Physical risks

Physical climate risks are categorized as acute and chronic. Acute risks include floods, droughts, extreme precipitation and cyclones, while chronic risks include rising temperatures, water stress and biodiversity loss. These risks have the potential to affect our manufacturing operations, infrastructure, resource availability and supply chain continuity.

Following our climate scenario analysis and updated Water Risk Assessment, we identified four physical risks with the greatest potential to affect our operations.



Water Stress



Extreme Heat



Riverine Flood



Tropical Cyclone

The Water Risk Assessment, conducted using the WRI Aqueduct Water Risk Atlas, reaffirmed that our Bidar and Shamirpet facilities are located within high-priority

aquifers, highlighting the continued importance of water stewardship, operational efficiency and community-based groundwater recharge initiatives in strengthening long-term resilience.

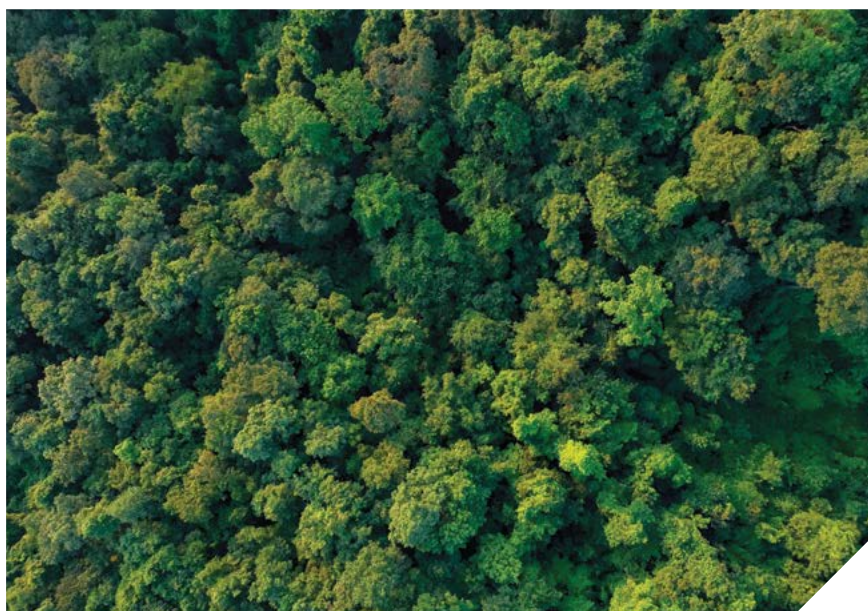
Transition risks

Transition risks arise from the global shift toward a lower-carbon economy and include evolving climate policies, carbon pricing mechanisms, technological advancements, market expectations and changing stakeholder priorities. These developments may influence operating costs, investment decisions and our business competitiveness.

Based on our assessment, carbon pricing and investments required to accelerate the energy transition remain the most material transition risks to our business. These risks are managed through our Climate Transition Plan, renewable energy adoption, operational efficiency initiatives and the implementation of our SBTi-validated decarbonization roadmap.

Climate scenario pathways considered

We continue to strengthen our climate resilience by applying globally recognized climate scenario pathways to assess both physical and transition risks across different potential future climate outcomes. Our assessment considers the IPCC Shared Socioeconomic Pathways (SSPs) Representative Concentration Pathways (RCPs), enabling us to evaluate potential impacts under multiple emissions trajectories and incorporate climate considerations into strategic planning, capital allocation and long-term business decisions.



Climate Scenario Pathways

Pathway	Description	Estimated Temperature Rise by 2100	Key Characteristics
SSP1-2.6 Low Emissions Pathway	Represents a sustainable development pathway supported by strong climate policies, rapid decarbonization and lower greenhouse gas emissions.	+1.8°C	Strong international cooperation, accelerated decarbonization and a focus on sustainability
SSP3-7.0 Medium to High Emissions Pathway	Reflects fragmented global development with limited climate action and continued emissions growth.	+2.8°C to +3.2°C	Limited policy coordination, regional fragmentation and slower technology adoption.
SSP5-8.5 High Emissions Pathway	Represents continued reliance on fossil fuels and rapid economic growth with limited emissions reductions.	+4.4°C	High greenhouse gas emissions, significant physical climate impacts and limited adaptive capacity.

Climate Transition Scenarios

Scenario	Description	Temperature Goal / Timeline	Key Characteristics
Below 2°C Scenario	Gradual strengthening of climate policies and transition measures.	Limit warming to below 2°C	Moderate policy action and relatively lower transition risks.
Net Zero 2050 Scenario	Accelerated decarbonization supported by rapid technology deployment and renewable energy adoption.	Limit warming to 1.5°C; Net Zero by 2050	Strong climate policies, technological advancement and higher initial investments.
Delayed Transition Scenario	Delayed policy action followed by accelerated decarbonization after 2030.	Limit warming to below 2°C	Higher short-term physical risks and steeper transition costs.
Divergent Net Zero Scenario	Sector-specific transition pathways with varying decarbonization rates across industries.	Net Zero by 2050	Uneven transition pace and accelerated decarbonization in targeted sectors.

Risk Management

Risk Identification and Assessment

We identify climate-related risks through scenario analysis, site-specific assessments, sector benchmarking and continuous monitoring of emerging climate trends. This approach enables us to evaluate both current and future climate risks across multiple time horizons while strengthening preparedness for evolving regulatory and market expectations.

Processes for Managing Climate-Related Risks

Our climate mitigation approach combines operational resilience, renewable energy adoption, technology upgrades, resource efficiency and continuous process improvements. Cross-functional teams implement targeted initiatives that reduce climate-related vulnerabilities, strengthen adaptive capacity and accelerate progress toward our decarbonization goals.

Integration with Risk Management

Climate-related risks and opportunities are integrated into our Enterprise Risk Management (ERM) framework, ensuring that climate considerations are embedded within our strategic planning, financial evaluation and operational decision-making. Regular oversight by our Risk Management Committee supports effective monitoring of emerging risks, implementation of mitigation measures and long-term organizational resilience.

Climate Related Risks and Mitigation

Climate Risk	Potential Business Impact	Mitigation Measures
 Water Stress	Increased water scarcity may affect manufacturing operations, utility reliability and long-term business continuity, while increasing operational costs in water-stressed regions.	We continue to strengthen water resilience through rainwater harvesting, Zero Liquid Discharge (ZLD), wastewater recycling and reuse, process optimization and water-efficiency initiatives. The latest Water Risk Assessment has also identified opportunities to enhance long-term resilience through aquifer recharge, watershed restoration and community-based groundwater stewardship programs.
 Extreme Heat	Rising temperatures may increase cooling requirements, energy consumption and operational risks while affecting our workforce productivity and equipment performance.	We continue to improve energy efficiency through process optimization, HVAC upgrades, renewable energy adoption, energy monitoring systems and green infrastructure that strengthens operational resilience.
 Riverine Flood	Intense rainfall and flooding may disrupt our operations, damage infrastructure, interrupt logistics and affect supply chain continuity.	Flood preparedness is strengthened through resilient infrastructure planning, improved drainage systems, emergency response protocols and periodic business continuity assessments.
 Tropical Cyclone	Severe weather events may disrupt transportation, utilities and our supply chain operations.	Business continuity planning, diversified sourcing strategies, infrastructure resilience and emergency preparedness measures help minimize operational disruptions arising from extreme weather events.
 Transition Risks	Evolving climate regulations, carbon pricing mechanisms, changing customer expectations and technological advancements may increase compliance costs, require operational upgrades and influence our market competitiveness.	We integrate climate considerations into our sustainability strategy through energy efficiency initiatives, renewable energy adoption, greenhouse gas reduction programs and continuous evaluation of climate related risks and opportunities. Regular monitoring of regulatory developments, investments in cleaner technologies and strengthened governance practices support long-term resilience and preparedness for the low-carbon transition.

Climate Related Opportunities

Climate action continues to create opportunities to strengthen operational resilience, improve resource efficiency and enhance long-term business value. As we advance our decarbonization journey, investments in renewable energy, process optimization and low-carbon technologies support improved environmental performance while strengthening competitiveness.



Renewable Energy

Expanding renewable electricity procurement reduces dependence on conventional energy sources, lowers greenhouse gas emissions and improves long term energy resilience.



Energy Efficiency

Continuous optimization of manufacturing processes and utilities lowers energy consumption, improves operational efficiency and reduces operating costs.



Water Stewardship

Water conservation, recycling, reuse and groundwater recharge initiatives strengthen long-term water security while supporting business continuity in water-stressed regions.



Low Carbon Technologies

Adoption of cleaner technologies, process innovation and sustainable manufacturing practices contributes to lower emissions and improved environmental performance.



Sustainable Supply Chain

Supplier engagement and collaboration on emissions reduction and responsible sourcing support progress toward Scope 3 decarbonization while strengthening value chain resilience.

Metrics and Targets

Climate performance is monitored through clearly defined metrics and targets aligned with our Climate Transition Plan and our Science Based Targets initiative (SBTi) commitments. These metrics enable us to measure progress, evaluate performance and strengthen accountability across the organization.

Our near-term science-based targets include:

- ▶ Reduce absolute Scope 1 and Scope 2 greenhouse gas emissions in line with the 1.5°C pathway.
- ▶ Reduce absolute Scope 3 greenhouse gas emissions from purchased goods and services, fuel and energy-related activities, upstream transportation and distribution, waste generated in operations, business travel, employee commuting and downstream transportation and distribution.
- ▶ Increase renewable electricity consumption across operations.
- ▶ Improve energy efficiency through process optimization and technology upgrades.
- ▶ Continue strengthening water stewardship and climate resilience initiatives across operational locations.

We periodically review our climate-related performance through the Sustainability Working Council and the Executive Leadership Committee and monitor progress against internal milestones and long-term decarbonization objectives.

Internal Carbon Pricing

To strengthen climate-related decision-making, we have implemented an Internal Carbon Pricing (ICP) framework that integrates climate considerations into our investment and operational decisions. By assigning a shadow carbon price to greenhouse gas emissions, the framework enables us to evaluate of project-level carbon impacts and operating costs. It supports informed capital allocation, encourages investments in low-carbon technologies and energy efficiency initiatives and we periodically review the framework to ensure alignment with evolving regulatory requirements and our long-term sustainability objectives.

Water Management

Water stewardship is integral to our environmental management approach, with a focus on conservation, responsible consumption, recycling, reuse and long-term water resilience across operations. Water management practices are supported through operational optimization, advanced treatment technologies, technology-led monitoring, circular water initiatives and recharge-focused interventions aimed at reducing freshwater dependency and improving water efficiency across facilities. These efforts support sustainable water use while strengthening operational resilience in water-stressed regions. Two out of three of our operating sites in Hyderabad (67%) are located in water-stressed areas.



Water reduction target

15% reduction in freshwater use and **50%** water recycling by FY 2028-29 considering FY 2023-24 as the baseline year.

Water management roadmap

Assessment and baseline establishment

Identification of key water consumption areas and establishment of measurable water conservation and recycling targets

Innovation and sustainable expansion

Installation of water-efficient fixtures and deployment of rainwater harvesting systems

Implementation of water efficiency measures

Integration of IoT- and AI-based monitoring technologies and scaling of water conservation initiatives across our facilities

Advanced wastewater systems and recycling

Strengthening closed-loop recycling systems and expanding Zero Liquid Discharge implementation

Water withdrawal, discharge and consumption by source

Parameter	UoM	FY 2024-25	FY 2025-26
Surface Water	KL	0	0
Groundwater	KL	87,110	1,02,390
Third-party water	KL	42,530	77,593
Seawater / desalinated water	KL	0	0
Others (Rainwater)	KL	5,370	3,985
Total volume of water withdrawal	KL	1,66,330	1,83,968
Total volume of water consumption	KL	1,35,010	1,47,614
Total water discharged	KL	30,180	36,354

Note: Water withdrawal relates only to freshwater sources (<1,000 mg/L Total Dissolved Solids).

Water discharge by destination FY 2025-26

ZERO KL To Surface water	ZERO KL To Groundwater	ZERO KL To Seawater
36,354 KL Sent to third parties	ZERO KL Others	36,354 KL Total water discharged



Water discharge treatment FY 2025-26

2,675 KL

Sent to third parties without treatment

33,679 KL

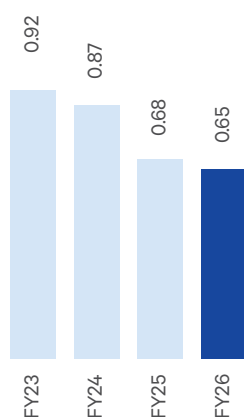
Sent to third parties with treatment

100%

of treated wastewater continues to be managed through authorised treatment and recycling mechanisms.

Specific water consumption

Specific Water Consumption (ML/M USD)

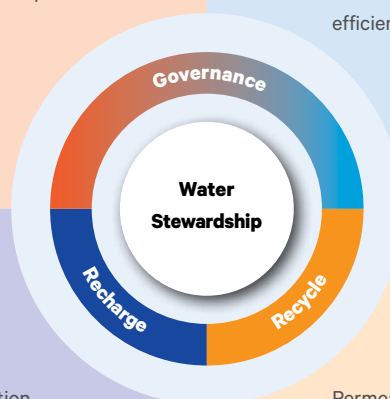


Water neutrality strategy

The Water Neutrality Strategy for FY2025–FY2030 provides a structured roadmap for reducing freshwater dependence and strengthening long-term water resilience across operations. The strategy focuses on improving water-use efficiency, expanding internal water recycling, enhancing recharge interventions and strengthening governance mechanisms that support informed water management decisions. Through a combination of operational optimization, circular water management and basin-level stewardship initiatives, the strategy supports sustainable water use while improving resilience in water-stressed regions.

Digital metering, ISO 46001 alignment, SCADA integration and impact assessments

Cooling tower optimization, condensate recovery and process efficiency improvements



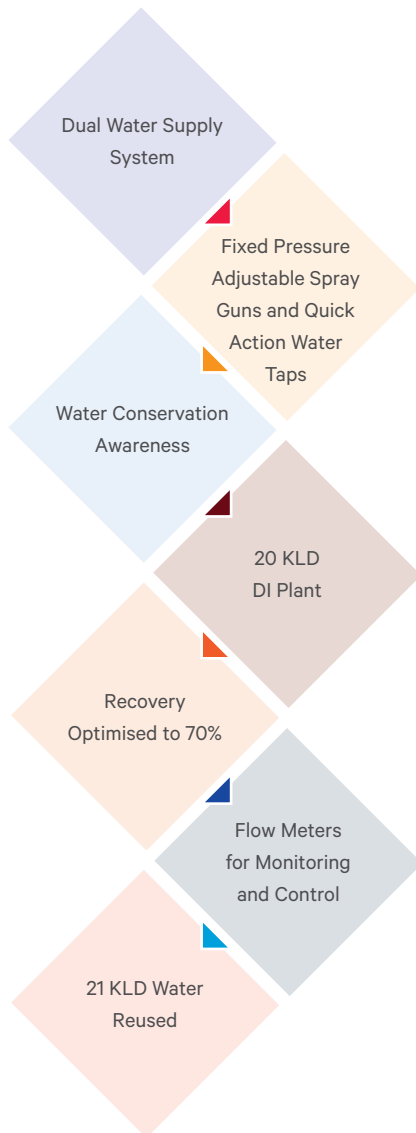
Lake rejuvenation, watershed development, rainwater harvesting and infiltration systems

Permeate reuse, RO recovery systems, blowdown reuse and circular water systems

Water recycling and circularity initiatives

Advanced treatment systems, permeate reuse infrastructure, reject minimization technologies and condensate recovery systems enable the reuse of water across utilities and operational processes. These initiatives improve resource efficiency, reduce our freshwater withdrawal requirements and support progress toward long-term water neutrality objectives.

Process Water Optimization



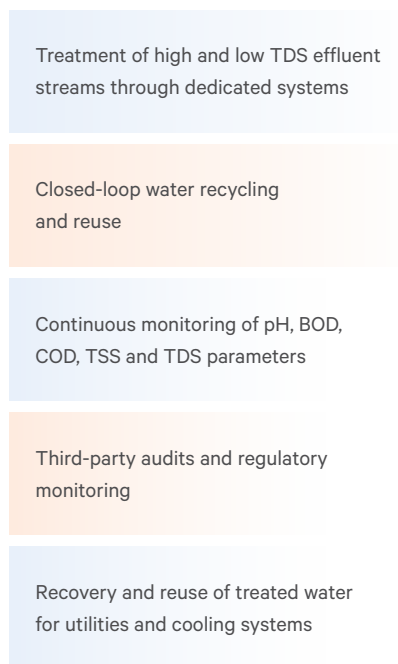
Condensate recovery systems play an important role in reducing freshwater demand across our operations. At our Unit IV facility, steam condensate recovery levels range between 80–85%, while HVAC condensate recovery systems at Unit II recover approximately 50 KLD of water for reuse. These initiatives support resource efficiency while strengthening internal water circularity.

Effluent Treatment Plant (ETP) and Zero Liquid Discharge (ZLD)

We manage effluent discharge through advanced Effluent Treatment Plants (ETP) and Zero Liquid Discharge (ZLD) systems across our operations

At our Bidar manufacturing facility, our Zero Liquid Discharge (ZLD) system ensures that no liquid effluent is discharged into the environment. We treat, recover and reuse wastewater within the facility through closed-loop recycling systems.

Major ZLD and ETP initiatives



Smart water management and governance

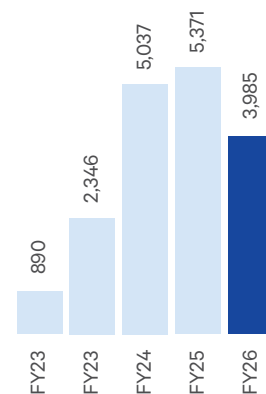
Water governance is supported through IoT-enabled monitoring systems, digital water metering, SCADA integration, online flow meters and real-time performance dashboards. These technologies provide visibility into consumption patterns, support proactive decision-making and enable data-driven optimization across our facilities.

Rainwater harvesting initiatives

We are strengthening the rainwater harvesting infrastructure at Unit IV, Bidar, through integrated collection, treatment, storage and reuse systems.

Our rainwater drain network supports efficient collection, while pre-treatment systems, storage tanks and reverse osmosis (RO) treatment systems support utility applications.

Rainwater treated (KL)



Water recharge and neutrality credits

Our long-term recharge and neutrality initiatives focus on strengthening basin-level resilience and community water sustainability.

Lake rejuvenation programs

Desilting, recharge trenches, bund strengthening

Watershed development

Check dams, recharge shafts, micro-catchments

On-site rainwater harvesting

Rooftop and ground recharge systems

Stormwater recharge

Bioswales, infiltration pits, pervious pavements

Integrated water stewardship initiatives

Our water stewardship approach combines operational efficiency measures, advanced recycling infrastructure, recharge initiatives and technology-enabled governance systems. Condensate recovery, cooling tower optimization, permeate reuse, rainwater harvesting expansion and watershed development programs work together to strengthen water resilience and reduce our

dependence on freshwater. These initiatives are supported through digital monitoring systems and long-term water neutrality planning, enabling us to adopt a more sustainable approach to water management across our operations.

Water Risk Assessment

Water availability and quality are critical considerations for the long-term sustainability of our operations. During FY2025-26, we undertook a comprehensive Water Risk Assessment to better understand water-related dependencies, potential vulnerabilities and emerging risks across key operational locations. The assessment provides a structured foundation for strengthening water stewardship initiatives and enhancing resilience to future water-related challenges.

Assessment Methodology

The assessment was conducted using globally recognized water risk assessment tools and basin-level datasets to evaluate both current and future water-related risks. The analysis considered a range of indicators, including baseline water stress, groundwater depletion, seasonal variability, water quality, drought exposure and future water availability scenarios. We supplemented site-level assessments with watershed-level evaluations to understand broader hydrological conditions and potential long-term impacts on operations.

The assessment also incorporated future climate and socioeconomic projections to evaluate how changing environmental conditions could influence water availability and water-related risks over time. This approach enabled us to identify priority areas requiring enhanced conservation measures, water efficiency initiatives and resilience planning.

Key Findings

The assessment identified varying levels of water stress across the regions where our operational facilities are located, with certain locations situated within water-stressed basins. Increasing pressure on freshwater resources, driven by population growth, industrial activity and climate variability, highlights the importance of proactive water management and resource conservation measures.

While basin-level risks remain present, existing water stewardship initiatives, including water recycling, condensate recovery, rainwater harvesting, Zero Liquid Discharge systems and advanced treatment infrastructure, contribute toward strengthening site-level resilience and reducing dependence on freshwater sources.

The assessment also highlighted opportunities to further improve water circularity, expand recharge initiatives and strengthen water monitoring systems to support long-term water security across operations.

Integrating Risk Assessment Findings into Water Stewardship

We have incorporated the findings from the Water Risk Assessment into the Water Neutrality Strategy and our broader water management framework. Priority actions include increasing water reuse and recycling, strengthening rainwater harvesting infrastructure, expanding recharge interventions, enhancing digital monitoring systems and identifying opportunities for further reductions in our freshwater withdrawals.



Waste Management

Our waste management framework is built around the principles of Reduce, Reuse, Recycle, Recover and Responsible Disposal, enabling efficient utilization of resources and minimizing environmental impact and landfill dependence.

The framework is supported by structured waste stream mapping, operational controls, circular economy principles, Extended Producer Responsibility (EPR) alignment and long-term waste diversion planning across manufacturing operations, laboratories, pilot plants, warehouses, utilities, packaging operations, offices, canteens and green areas.

- ▶ Scientific waste segregation and stream mapping
- ▶ Resource recovery and recycling initiatives
- ▶ Co-processing and alternate fuel utilization
- ▶ Hazardous waste management and traceability
- ▶ Circular economy practices
- ▶ Waste-to-energy initiatives
- ▶ Solvent recovery and reuse systems
- ▶ Plastic reduction and packaging optimization
- ▶ Employee awareness and operational engagement
- ▶ Extended Producer Responsibility (EPR) compliance

11,986 Mt

Total weight of hazardous waste

3,113 Mt

Total weight of non-hazardous waste

14,427 Mt

Total weight of waste recovered

*Includes both hazardous and non – hazardous waste

0.53%

Unused/expired medicines collected for recycling or waste treatment out of total volume of products sold

95.6%

% of total Waste from company operations diverted from landfills

Circular economy framework

The Circular Economy Strategy establishes a structured pathway for reducing waste generation, increasing resource recovery and strengthening circularity across our operations. The strategy focuses on maximizing reuse opportunities, improving material efficiency, reducing landfill dependence and enhancing traceability across waste streams. Through targeted interventions spanning plastics, solvents, packaging materials and process waste, we are embedding circular economy principles into day-to-day operations and long-term infrastructure planning.



Key targets

- ▶ Reduce specific hazardous waste generation by 10% by FY2027, using FY2022 as the baseline year
- ▶ Recycle 90% of hazardous waste through co-processing and alternative reuse mechanisms
- ▶ Strengthen landfill diversion and circular waste recovery practices across our operations

Performance highlights

Parameter	UoM	FY 2024-25	FY 2025-26
Plastic waste (A)	MT	0	93.88
E-Waste (B)	MT	1.51	3.72
Bio-medical waste (C)	MT	40.11	41.2
Construction and demolition waste (D)	MT	0	0
Battery Waste (E)	MT	39.78	17.9
Radioactive waste (F)	MT	0	0
Other hazardous waste (G)	MT	10,666.19	11,986.48
Other non-hazardous waste (H)	MT	2,638.91	3113.34
Total waste generated	MT	13,386.50	15,256.53
Total waste diverted from landfill	MT	13,309.43	14,477
Total waste disposed in landfill	MT	7.83	660
Incinerated waste	MT	40.06	56
Total waste recovered	MT	11,305.06	14,427
Waste Circularity	%	99.6	95.6
Linear Waste	%	0.4	4.4

Waste disposal methods FY 2025-26**3,873.48 MT**

Co-processing

8,615.55 MT

Recycling

1,861.09 MT

Reuse

56.43 MT

Incineration

69.94 MT

Composting

659.63 MT

Landfill

Our waste disposal strategy prioritizes recycling, reuse, co-processing, composting and material recovery mechanisms over landfill disposal, supporting improved circularity and resource efficiency across our operations.

**Waste Stream Mapping and Traceability**

We use detailed waste stream mapping methodologies to provide visibility from the point of generation through recovery, recycling or final disposal. This approach supports operational optimization, regulatory compliance, risk management and helps identify opportunities for resource recovery and enhanced circularity. Strengthened traceability also enables better decision-making and improved accountability across waste management processes.

Hazardous waste management

We manage hazardous waste streams through a structured hierarchy involving segregation, co-processing, recycling, recovery and controlled disposal mechanisms aligned with regulatory requirements.

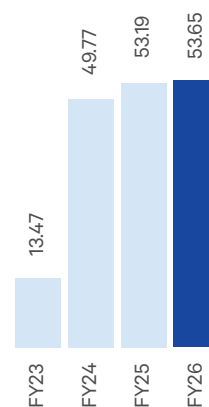
We assess each waste stream on physical and chemical characteristics to identify suitable recovery or disposal pathways that improve operational efficiency and environmental compliance.

Hazardous waste generated by source

Waste Category	UoM	FY 2023-24	FY 2024-25	FY 2025-26
E-Waste	MT	2.21	1.51	3.72
Biomedical Waste	MT	39.01	40.11	41.2
Battery Waste	MT	62.94	39.78	17.9
Other Hazardous Waste	MT	8,807	10,666.19	11,986.48

Specific hazardous waste

(MT/M USD)



Solvent recovery systems

Solvent Recovery Systems (SRS) play an important role in supporting circular resource utilization across our manufacturing operations. We recover and reuse approximately 295 KL of solvents annually through dedicated recovery systems, reducing waste generation and lowering raw material consumption. Campaign-based solvent reuse and improvements in on-site recovery efficiency further strengthen resource productivity while reducing dependence on external disposal pathways.

We have established processes to recover approximately 0.53% of unused and expired medicines to ensure their safe handling regulations. This approach strengthens our

responsible waste management practices and helps minimize the environmental impact associated with pharmaceutical waste.

ZERO

Product recalls

Non-hazardous waste management

We adopt structured approaches for managing non-hazardous waste through recycling, reuse, repurposing, composting and landfill diversion initiatives across our operations.

Plastic transition strategy

The plastic transition strategy focuses on reducing reliance on single-use plastics through material optimization, reusable systems, recycled-content integration and circular design approaches. We are replacing HDPE drums with stainless steel bins and returnable IBC systems, standardizing liner specifications and integrating recycled-content materials where feasible. These measures contribute toward reducing virgin plastic consumption while supporting operational efficiency and EPR objectives.

Product end-of-life and packaging optimization

We recognize our responsibility beyond product delivery through strengthened end-of-life management practices and packaging optimization initiatives.

Packaging materials supplied to customers are designed for recyclability and compatibility with standard recycling systems, supporting downstream waste recovery and our circular economy objectives.

Non-hazardous waste generated

Waste Category	UoM	FY 2024-25	FY 2025-26
Metal Scrap	MT	536.1	585.6
Canteen Waste	MT	71.1	69.9
General Waste	MT	232.5	596.7
Coal Ash	MT	1,797.30	1,861.1



Unused or expired medicines classified as Off-Specification Products are managed through authorized hazardous waste disposal and co-processing mechanisms aligned with CPCB and state pollution control requirements.

Employee engagement and environmental responsibility

Environmental stewardship is strengthened through employee engagement programs, Kaizen initiatives, Shop Floor Transformative Initiatives (SFTI) and awareness campaigns across our locations. These programs encourage participation in waste reduction, segregation, resource conservation and operational efficiency initiatives while supporting safe waste handling practices and 5S workplace standards.

Advancing Circular Resource Management

The Circular Economy Strategy establishes a structured pathway for reducing waste generation, increasing resource recovery and strengthening circularity across our operations.

The strategy focuses on maximizing reuse opportunities, improving material efficiency, enhancing traceability across waste streams and reducing dependence on virgin resources. Through targeted interventions spanning plastics, solvents, packaging materials and process waste, we are integrating circular economy principles into our operational processes and long-term infrastructure planning.

Strengthening Landfill Diversion

Landfill diversion remains an important component of our circular economy approach. Through co-processing, recycling, solvent recovery, reuse initiatives and material recovery programs, we seek to minimize disposal volumes and maximize value recovery from waste streams. The near-elimination of landfill disposal reflects our progress toward improved waste circularity and resource efficiency across our operations.

Circular economy roadmap

Our long-term circular economy roadmap focuses on reducing dependence on virgin materials, increasing material recovery and strengthening closed-loop systems across our operations. Priority areas include plastic transition, packaging optimization, reuse systems, digital waste tracking and enhanced recovery mechanisms. These initiatives are designed to improve waste circularity, reduce landfill dependence and create greater value from resources throughout their life cycle.

Major focus areas

Plastic transition

≥30%

reduction in virgin plastic usage

≥50%

transition towards reusable and returnable systems

System innovation

Packaging treated as process equipment

Internal reuse KPIs

Digital tracking of bins and reusable containers

Waste management enhancement

Progressive reduction in landfilling

Increased recycling and co-processing share

Phase-out of incineration wherever feasible

Enhanced segregation and waste traceability



Zero Waste to Landfill Platinum

During FY 2025-26, our Unit 2 (Hyderabad) and Unit 4 (Bidar) manufacturing facilities achieved Platinum Level Zero Waste to Landfill certification from TÜV India Private Limited. The certification, based on the monitoring period from 1 April 2025 to 31 March 2026, recognized waste diversion rates of 95.92% for Unit 2 and 99.43% for Unit 4. This milestone reflects our structured approach to waste segregation, recycling, co-processing and resource recovery, minimizing landfill disposal while advancing circular resource management across our operations.

Biodiversity

During FY2025-26, we completed a Biodiversity Risk Assessment covering key operational locations to better understand biodiversity dependencies, impacts and potential risks associated with our activities. The assessment supports informed decision-making and helps identify opportunities to strengthen biodiversity stewardship, ecological resilience and long-term environmental performance.

We continue to strengthen biodiversity stewardship by integrating conservation principles into operational planning, landscaping practices, resource management and long-term environmental initiatives across locations. Guided by the India Business and Biodiversity Initiative (IBBI), our biodiversity approach focuses on ecosystem restoration, habitat enhancement and long-term ecological resilience.

Through periodic assessments of our operational footprint and surrounding ecosystems, we identify priority areas for biodiversity management and environmental improvement. None of our operational sites are located within or near biodiversity-sensitive zones and no species listed on the IUCN Red List have been identified as directly affected by our operations.

Biodiversity targets

Preserve and enhance

5,000

plant species by 2027
Ongoing

8,266

Trees planted

Our biodiversity stewardship approach focuses on enhancing green cover, promoting sustainable landscaping practices and supporting ecosystem resilience across operational locations. Resource-efficient manufacturing, waste minimization initiatives and pollution prevention measures further contribute to reducing environmental pressures while supporting our broader biodiversity objectives. Environmental awareness programs and plantation initiatives complement these efforts by encouraging greater ecological stewardship across sites.

Supporting Biodiversity Through Responsible Resource Management

Biodiversity stewardship extends beyond conservation initiatives and includes responsible management of materials, chemicals and packaging across our operations. By reducing environmental impacts associated with our resource use and waste generation, these practices support our broader ecosystem protection objectives.

Chemical management

We follow a comprehensive chemical management framework that supports safe, compliant and responsible handling of chemicals throughout their life-cycle, from procurement and storage through use and disposal. The framework incorporates hazard identification, risk mitigation, inventory monitoring, safe storage practices and environmental safeguards that protect employees, communities and the environment while ensuring regulatory compliance.



Customer Co-Relation

Green Chemistry

We integrate green chemistry principles into process development and manufacturing to improve resource efficiency, reduce waste generation and minimize environmental impact. To support this approach, we have established a Green Chemistry Scoring and Reporting Framework that evaluates the sustainability performance of products and processes across the development and manufacturing stages. The framework considers material efficiency, process performance and resource utilization, helping identify improvement opportunities, optimize processes and strengthen environmentally responsible innovation across our operations.

Life Cycle Assessment

Our Life Cycle Assessment (LCA) framework, aligned with ISO 14040 and ISO 14044 standards, enables us to systematically evaluate environmental impact across the product life cycle. Assessments cover key inputs and outputs, including raw materials, utilities, emissions and waste streams, across defined system boundaries.

By identifying environmental hotspots and improvement opportunities, our LCA framework supports more informed decision-making, process optimization and resource efficiency. Product Carbon Footprint assessments further strengthen our understanding of greenhouse gas emissions and contribute to reducing the overall environmental impact of our products and operations.

Sustainable packaging initiatives

Packaging sustainability initiatives focus on reducing plastic consumption, improving reusability and strengthening material circularity across operations. As part of these efforts, we transitioned from HDPE drums to Mild Steel (MS) and Galvanized Iron (GI) drums for material storage and transportation. The transition supports improved durability, multiple-use cycles and reduced waste generation while contributing to lower environmental impact across our operations.

Biodiversity Risk Assessment

During FY 2025-26, we conducted a site-specific Biodiversity Risk Assessment for Units II, III and IV using the WWF Biodiversity Risk Filter (BRF) framework. The assessment was undertaken to evaluate biodiversity-related dependencies, impacts and potential risks associated with operational activities and surrounding ecosystems. The evaluation considered ecosystem sensitivity, habitat characteristics, species richness, protected areas, surrounding land-use patterns, climate-related biodiversity risks, stakeholder expectations and local ecosystem resilience to identify biodiversity-related risks and opportunities across our locations.

Biodiversity Risk Summary

Physical Risk Category

Medium

Unit II

Medium

Unit III

Medium

Unit IV

Reputational Risk Category

Medium

Unit II

Medium

Unit III

Medium

Unit IV

Key Findings

The assessment confirmed that none of our operational locations are situated within protected areas or biodiversity-sensitive zones. We did not identify any species listed on the IUCN Red List as being directly impacted by our operational activities. While the overall biodiversity risk profile across assessed locations was categorized as medium, the assessment highlighted opportunities to further strengthen biodiversity stewardship through habitat enhancement, green belt development and ecosystem conservation initiatives.

Strengthening Biodiversity Stewardship

Based on the assessment findings, initiatives were undertaken to enhance biodiversity outcomes across locations. These include native species plantation programs, green belt enhancement initiatives, ecological restoration efforts and increased employee awareness on biodiversity stewardship. The assessment findings also support long-term environmental planning, including initiatives aimed at improving ecosystem resilience, strengthening biodiversity disclosures and contributing towards long-term carbon sequestration objectives.



GRI CONTENT INDEX

Statement of use	Sai Life Sciences Limited has reported in accordance with the GRI Standards for the period 1 April 2025 to 31 March 2026.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None. No GRI Sector Standard has been published for the Company's sector. Accordingly, no GRI Sector Standard reference numbers are shown in this index.
External assurance	TUV India Private Limited — independent limited assurance over selected non-financial ESG disclosures, conducted in accordance with ISAE 3000 (Revised) and AA1000AS v3. A separate reasonable assurance engagement was performed over the BRSR Core indicators.

Topics other than the Company's material topics are reported voluntarily. Where a disclosure is omitted, one of the four permitted reasons under GRI 1: Foundation 2021, Requirement 6, is stated together with the required explanation, including the steps being taken and the expected timeframe where the reason is 'information unavailable / incomplete'.

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	About Us — The Core Story / The Sai Way; Global Presence; Corporate Information; BRSR Section A — I	04-05; 20; 44; 179	—	—	—
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	About the Report — Reporting Boundary (operational control basis, including the Manchester Process R&D centre; the BRSR is prepared on a standalone basis); BRSR Section A — V; Board's Report Annexure-1 (Form AOC-1)	01; 181; 145-146	—	—	—
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	About the Report — Reporting Period; BRSR Section A — I (Q9 and Q12)	01; 179	—	—	—
GRI 2: General Disclosures 2021	2-4 Restatements of information	About the Report — Introduction to the Report. This is the Company's first Integrated Report; accordingly there are no restatements of information from previous reporting periods.	01	—	—	—
GRI 2: General Disclosures 2021	2-5 External assurance	About the Report — Assurance and Governance; BRSR Section A — I (Q14 assurance provider TUV India Private Limited; Q15 reasonable assurance over BRSR Core indicators)	01; 179	—	—	—
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	Business Overview — The Way We Work; CRO Services; CDMO Services; Global Presence; Business Model; Social and Relationship Capital — supply chain; BRSR Section A — II/III/IV	14-17; 20; 22-23; 75-78; 179-180	—	—	—
GRI 2: General Disclosures 2021	2-7 Employees	Human Capital — FY26 Workforce Snapshot; total employees by age group and by region; BRSR Section A — IV (Q20 to Q22)	59; 72; 180	—	—	—
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Human Capital — FY26 Workforce Snapshot (1,235 male / 80 female); BRSR Section A — IV (Q20, other than permanent workers)	59; 180	—	—	—
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Governance — Governance Structure and Board Committees; ESG Governance; Board of Directors; Corporate Governance Report	39; 41; 42-43; 161-166	—	—	—
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Governance — Board Nomination and Remuneration; Corporate Governance Report — NRC; Board's Report — NRC policy	39; 164; 139-140	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	Governance — Governance Structure (separate Chairperson and CEO roles); Board of Directors; Corporate Governance Report — Board composition	39; 42; 161-162	—	—	—
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	Governance — Risk Oversight and Internal Controls / ESG Governance; Natural Capital — Sustainability Governance; Climate governance; BRSR Section B (Q8 to Q10)	41; 83; 92; 186	—	—	—
GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	Governance — ESG Governance (Executive Leadership Team, ESG Council); Natural Capital — Cross-Functional ESG Leadership; BRSR Section B (Q8)	41; 83; 186	—	—	—
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability reporting	About the Report — Assurance and Governance; Governance — ESG Governance; Double Materiality Assessment — Validation and Final Approval	01; 41; 24	—	—	—
GRI 2: General Disclosures 2021	2-15 Conflicts of interest	Governance — Policies and Governance Framework (Related Party Transactions Policy, Code of Conduct); BRSR Principle 1 (Q6); Leadership Q2	40; 188-189	—	—	—
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Governance — Vigil Mechanism / Whistle Blower Policy; Corporate Governance Report; BRSR Section A — VII (Q25)	40; 171; 181	—	—	—
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Governance — Board Composition and Skills; Corporate Governance Report — Familiarisation Programme for Independent Directors	39; 163	—	—	—
GRI 2: General Disclosures 2021	2-18 Evaluation of the performance of the highest governance body	Governance — Board Performance and Board Evaluation and Effectiveness; Corporate Governance Report — Board evaluation and criteria	39; 41; 140; 164	—	—	—
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Governance — Board Nomination and Remuneration; Board's Report — Nomination and Remuneration Policy; Corporate Governance Report — Remuneration of Directors	39; 139-140; 167	—	—	—
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Governance — Board Nomination and Remuneration; Corporate Governance Report — Remuneration Policy and Remuneration of Directors	39; 167	—	—	—
GRI 2: General Disclosures 2021	2-21 Annual total compensation ratio	Governance — Annual Total Compensation Ratio (MD's remuneration to median employee remuneration 1:231.25, and the percentage increase in annual total compensation for the highest-paid individual and for the median employee); Board's Report Annexure-5	39; 158	—	—	—
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	MD and CEO's Letter; Natural Capital — Our Sustainability Strategy (nine pillars)	10-11; 84	—	—	—
GRI 2: General Disclosures 2021	2-23 Policy commitments	Governance — Policies and Governance Framework (Code of Business Conduct and Ethics, ABAC, PoSH, Human Rights, Whistleblower); Human Capital — Human Rights; BRSR Section B (Q1 to Q5)	40; 70; 184-185	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	Governance — Ethics and Compliance / ESG Governance; Social and Relationship Capital — Supplier Governance Frameworks and Supplier Code of Conduct; BRSR Section B (Q6 to Q10)	40-41; 75-76; 184-186	—	—	—
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Human Capital — Grievance Redressal Policy and Committees; Social and Relationship Capital — supplier improvement commitments; BRSR Section A (Q25); BRSR Principle 5 (Q5)	71; 77; 181; 200	—	—	—
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Governance — Vigil Mechanism / Whistle Blower Policy; Human Capital — Grievance redressal mechanisms and anonymous grievance boxes; Corporate Governance Report; BRSR Principle 3 (Q6)	40; 64; 71; 171; 193	—	—	—
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Governance — Ethics and Compliance; Social and Relationship Capital — zero regulatory non-compliance incidents related to product health and safety; BRSR Principle 1 (Q2 and Q3); Secretarial Audit Report (Annexure-4A)	40; 75; 187; 152- 154	—	—	—
GRI 2: General Disclosures 2021	2-28 Membership associations	Awards and Recognition; BRSR Principle 7 (Q1 — CII, Global Compact Network UNGC, PSCI, ACS GCI, Manufacture 2030, AAALAC, CCSEA)	45; 208	—	—	—
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder Engagement — Partnerships that Progress, engagement process and stakeholder-wise modes; Double Materiality Assessment — Stakeholder Engagement and Capacity Building; BRSR Principle 4	30-33; 24; 197- 199	—	—	—
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	Human Capital — Social dialogue snapshot FY26 (percentage of employees covered by collective bargaining agreements, and the basis on which working conditions and terms of employment are determined for employees not so covered); BRSR Principle 3 (Q7)	64; 71; 193	—	—	—
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Double Materiality Assessment — Our Approach (six-step process) and Assessment Framework (impact and financial materiality); BRSR Section A (Q26)	24; 182- 183	—	—	—
GRI 3: Material Topics 2021	3-2 List of material topics	Double Materiality Assessment — Environment / Social / Governance material topic list; material topic tables	25; 26-28	—	—	—
GRI 3: Material Topics 2021	3-3 Management of material topics	Double Materiality Assessment — Material Topic, Key Focus Areas, GRI Mapping, SASB Topic and Code, SDGs and Key Risks; Management of Material Issues for Sustainable Value Creation; and the corresponding Capital chapters (Financial 48-49, Manufactured 50-53, Intellectual 54-57, Human 58-73, Social and Relationship 74-81, Natural 82-105)	26-29; 48-105	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Biodiversity						
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Natural Capital — Our Sustainability Strategy (Biodiversity pillar); Biodiversity (approach guided by the India Business and Biodiversity Initiative)	84; 104	101-1-b, 101-1-c	Information unavailable / incomplete	A stand-alone, publicly available biodiversity policy containing a no-deforestation and no- conversion commitment with stated timelines has not been published; the Report describes the biodiversity approach and targets rather than formal policy commitments. A stand-alone Biodiversity Policy is being drafted for approval by the CSR and Sustainability Committee, and the Company expects to publish it and disclose 101-1-b and 101-1-c from FY 2026-27.
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	Natural Capital — Biodiversity (stewardship approach, green cover, landscaping, plantation); Supporting Biodiversity Through Responsible Resource Management; Customer Co- Relation — Biodiversity Risk Assessment and Strengthening Biodiversity Stewardship	104; 105	—	—	—
GRI 101: Biodiversity 2024	101-3 Access and benefit-sharing	—	—	101-3-a, 101-3-b	Not applicable	The Company operates as a CRDMO for synthetic small molecules and does not use genetic resources or associated traditional knowledge. Access and benefit-sharing obligations are therefore not triggered.
GRI 101: Biodiversity 2024	101-4 Identification of biodiversity impacts	Natural Capital — Customer Co-Relation: Biodiversity Risk Assessment using the WWF Biodiversity Risk Filter (Units II, III and IV); Biodiversity; BRSR Principle 6 (Q11 and Leadership Q3)	105; 104; 205-206	—	—	—
GRI 101: Biodiversity 2024	101-5 Locations with biodiversity impacts	Natural Capital — Biodiversity (no sites within or near biodiversity-sensitive zones; no IUCN Red List species affected); Biodiversity Risk Summary by unit; BRSR Principle 6 (Q11)	104; 105; 205	—	—	—
GRI 101: Biodiversity 2024	101-6 Direct drivers of biodiversity loss	Natural Capital — Biodiversity Risk Assessment (ecosystem sensitivity, land-use, pollution and climate-related biodiversity risk); Emission Management; Water withdrawal and discharge; Waste Management	105; 89-90; 96-97; 100-101	101-6-a (quantification of direct drivers by priority location)	Information unavailable / incomplete	Direct drivers are addressed qualitatively through the biodiversity risk assessment and quantitatively at entity level through the environmental performance tables. Driver-by-driver quantification against each priority location requires location-level land-use and pollution data that is not presently captured in that form. The Company is extending its environmental data management system to capture location-level data and expects to disclose 101- 6-a from FY 2027-28.

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 101: Biodiversity 2024	101-7 Changes to the state of biodiversity	Natural Capital — Biodiversity targets (8,266 trees planted; preserve and enhance 5,000 plant species by 2027); Customer Co-Relation — Strengthening Biodiversity Stewardship (native species plantation)	104; 105	101-7-a	Information unavailable / incomplete	Ecosystem condition and species-level indicators for priority locations are not currently measured; disclosure is limited to plantation and habitat- enhancement outputs. The Company is scoping an ecological baseline assessment for its manufacturing sites and expects to disclose ecosystem condition and species indicators from FY 2027-28.
GRI 101: Biodiversity 2024	101-8 Ecosystem services	—	—	101-8-a, 101-8-b	Information unavailable / incomplete	Ecosystem services and affected stakeholders at priority locations were not assessed during FY 2025-26. The Company will extend the FY 2025-26 WWF Biodiversity Risk Filter assessment using the LEAP approach to cover ecosystem services and affected stakeholders, and expects to disclose 101-8-a and 101-8-b from FY 2027- 28.
Climate Change						
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Natural Capital - Climate Transition Plan (Scope 1, Scope 2, Scope 3, governance, operational transformation, circularity, long-term resilience); Climate Roadmap				
GRI 102: Climate Change 2025	102-2 Climate change adaptation plan	Natural Capital - Climate Related Risks and Mitigation (water stress, extreme heat, riverine flood, tropical cyclone); Water Neutrality Strategy; Integrated water stewardship initiatives; BRSR Principle 6 Leadership (Q5 business continuity and disaster management)				
GRI 102: Climate Change 2025	102-3 Just transition	-				
GRI 102: Climate Change 2025	102-4 GHG emissions reduction targets and progress	Natural Capital - SBTi-Validated Targets (FY2035: 58.8% absolute reduction in Scope 1 and 2 from FY2024 baseline; 63.8% reduction in Scope 3 per INR value added; 1.5C alignment); Metrics and Targets; BRSR Section B (Q6 performance against commitments)				
GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions	Natural Capital - Emission Management (Scope 1: 22,445 tCO ₂ e in FY 2025-26 vs 18,435 tCO ₂ e in FY 2024-25) and Methodology (operational control approach); BRSR Principle 6 (Q7)				
GRI 102: Climate Change 2025	102-6 Scope 2 GHG emissions	Natural Capital - Emission Management (Scope 2 market- based 8,630 tCO ₂ e; location- based 42,902 tCO ₂ e) and Methodology (CEA grid emission factors); BRSR Principle 6 (Q7)				

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 102: Climate Change 2025	102-7 Scope 3 GHG emissions	Natural Capital - Emission Management (Scope 3: 90,272 tCO ₂ e) and Scope 3 emission categories; Strengthening Value Chain Decarbonisation; BRSR Principle 6 Leadership (Q2 total Scope 3 emissions and intensity)				
GRI 102: Climate Change 2025	102-8 GHG emissions intensity	Natural Capital - Specific GHG Emissions (tCO ₂ e per million USD, Scope 1 and Scope 2 combined: 139 in FY26); BRSR Principle 6 (Q7 emission intensity per rupee of turnover and PPP-adjusted)				
GRI 102: Climate Change 2025	102-9 GHG removals in the value chain	Natural Capital - Air emissions (biogenic emissions 100 tCO ₂ e); Biodiversity (8,266 trees planted)				
GRI 102: Climate Change 2025	102-10 Carbon credits	Natural Capital - Internal Carbon Pricing (shadow carbon price used for investment appraisal)				
Energy (GRI 103: Energy 2025)						
GRI 103: Energy 2025	103-1 Energy policies and commitments	Natural Capital - Energy Management (ISO 50001 aligned systems at Bidar manufacturing and R&D facilities; energy management roadmap); Our Sustainability Strategy (Climate Change pillar); BRSR Section B (policy coverage P6)				
GRI 103: Energy 2025	103-2 Energy consumption and self-generation within the organization	Natural Capital - Energy consumption by source (total 3,85,999 GJ; renewable mix 47%); Energy mix (electricity only) 48,270 MWh renewable; CHP systems at Manchester and Alderley Park; BRSR Principle 6 (Q1)				
GRI 103: Energy 2025	103-3 Upstream and downstream energy consumption	Natural Capital - Strengthening Value Chain Decarbonisation (Scope 3 supplier engagement and green logistics)				
GRI 103: Energy 2025	103-4 Energy intensity	Natural Capital - Energy intensity (GJ per million USD: 1,723 in FY26); BRSR Principle 6 (Q1 energy intensity per rupee of turnover, PPP-adjusted intensity and optional metric)				
GRI 103: Energy 2025	103-5 Reduction in energy consumption	Natural Capital - Encon projects executed in FY2025-26 (project-wise kWh savings and tCO ₂ e reduction); Energy efficiency initiatives and FY27 Energy Audit Action Plan (28 projects, ~3.6 million kWh); Energy conservation at the Manchester R&D centre; BRSR Principle 6 Leadership (Q4 resource efficiency initiatives)				
Economic performance						
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial Capital — performance charts (Revenue INR 2,192 crore; PAT INR 355 crore; EBITDA INR 661 crore); Snapshot of FY26; MD&A — Financial Performance; Standalone and Consolidated Statements of Profit and Loss; Board's Report Annexure-3 (CSR spend)	48-49; 12; 135; 223; 276; 148-151	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	Natural Capital — Climate Related Risks and Opportunities (financial impact thresholds of 4% on business growth and 5% on profitability); Climate Related Risks and Mitigation; Climate Related Opportunities; BRSR Section A (Q26); Risk Management	92; 94; 95; 182-183; 34-37	—	—	—
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	Human Capital — Employee Benefits (provident fund and gratuity; 100% retirement provision coverage); Notes to the Standalone and Consolidated Financial Statements — Employee benefits; BRSR Principle 3 (Q2)	66; 249-250; 303-304; 192	—	—	—
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	Notes to the Standalone and Consolidated Financial Statements — Government grants. No material financial assistance was received from any government during FY 2025-26.	[confirm]	—	—	—
Market presence						
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	BRSR Principle 5 (Q2 — 100% of employees and workers paid more than minimum wage in FY 2025-26)	200	—	—	—
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	—	—	202-2-a, 202-2-b	Information unavailable / incomplete	The Company does not currently track the proportion of senior management hired from the local community, and has not yet defined the geographical basis of 'local' for sites in Telangana, Karnataka and the United Kingdom. A definition and a data-capture process are being established within the human resources information system, and the Company expects to disclose 202-2 from FY 2027-28.
Indirect economic impacts						
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Social and Relationship Capital — Corporate Social Responsibility (STEM education, employability, child welfare, community wellbeing, lake rejuvenation and watershed development); Board's Report Annexure-3; BRSR Principle 8	79-81; 148-151; 209-210	—	—	—
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Social and Relationship Capital — CSR programme outcomes (Janyaa Lab in a Box across 37 government schools; NIIT Foundation and Udyogwardhini employability programmes; Sai Cares volunteering); BRSR Principle 8	79-81; 209-210	—	—	—
Procurement practices						
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Social and Relationship Capital — Driving Sustainable Value; Advancing Sustainable Procurement Practices; BRSR Principle 8 Leadership Indicators	77; 76; 210	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Anti-corruption						
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Governance — Ethics and Compliance and Anti-Bribery and Anti-Corruption Policy; Risk Management; BRSR Principle 1 (Q5)	40; 36-37; 188	—	—	—
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Governance — 100% of employees trained on the Code of Conduct and ethics; ABAC Policy; Social and Relationship Capital — Supplier Code of Conduct and Ethics; BRSR Principle 1 (Q1); Leadership Q1	39; 40; 76; 187; 189	—	—	—
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Governance — zero confirmed incidents of corruption and no monetary losses from related legal proceedings; Governance snapshot; BRSR Principle 1 (Q2, Q4, Q5)	40; 39; 187-188	—	—	—
Anti-competitive behavior						
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	BRSR Principle 7 (Q2); Governance — Ethics and Compliance	208; 40	—	—	—
Tax						
GRI 207: Tax 2019	207-1 Approach to tax	Notes to the Standalone and Consolidated Financial Statements — Income tax; MD&A — Financial Performance	237; 290; 134	—	—	—
GRI 207: Tax 2019	207-2 Tax governance, control, and risk management	Governance — Risk Oversight and Internal Controls; Board's Report — Internal Financial Controls System and their Adequacy; Notes to the Financial Statements — Income tax	41; 144; 237; 290	—	—	—
GRI 207: Tax 2019	207-3 Stakeholder engagement and management of concerns related to tax	Stakeholder Engagement — Policy Makers and Industry Associations; BRSR Principle 7	33; 208	—	—	—
GRI 207: Tax 2019	207-4 Country-by-country reporting	—	—	207-4-a, 207-4-b, 207-4-c	Information unavailable / incomplete	The Company does not presently compile tax information by tax jurisdiction in the form required by 207-4, and is not within the scope of statutory country-by-country reporting thresholds. The Company will assess the feasibility of compiling and disclosing this information and expects to report from FY 2027-28.
Materials						
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Natural Capital — Chemical management framework; BRSR Principle 2 (sustainable sourcing procedures)	104; 189	—	—	—
GRI 301: Materials 2016	301-2 Recycled input materials used	Natural Capital — Solvent recovery systems; Plastic transition strategy; BRSR Principle 6 (Q10)	102; 204-205	—	—	—
GRI 301: Materials 2016	301-3 Reclaimed products and their packaging materials	Natural Capital — Off-Specification Products and unused or expired medicines; Plastic transition strategy; BRSR Principle 2 (Q3 to Q5)	103; 102; 190-191	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Energy (GRI 302: Energy 2016)						
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Natural Capital — Energy consumption by source (total 3,85,999 GJ; renewable mix 47%; 48,270 MWh renewable electricity); Energy mix; CHP systems at Manchester and Alderley Park; BRSR Principle 6 (Q1)	87; 88; 91; 203	—	—	—
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization	Natural Capital — Strengthening Value Chain Decarbonisation (Scope 3 supplier engagement and green logistics)	89	302-2-a	Information unavailable / incomplete	Energy consumed outside the organization is not yet quantified in energy units. Upstream and downstream energy use is currently captured within Scope 3 Categories 3, 4 and 6 in tCO ₂ e rather than in joules. The Company is extending its Scope 3 primary data collection to capture supplier and logistics energy in energy units and expects to disclose 302-2 from FY 2027-28.
GRI 302: Energy 2016	302-3 Energy intensity	Natural Capital — Energy intensity (1,723 GJ per million USD in FY26; revenue basis and exchange rate stated in the methodology note); BRSR Principle 6 (Q1, including PPP-adjusted intensity)	88; 203	—	—	—
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Natural Capital — Encon projects executed in FY 2025-26 (project-wise kWh savings and tCO ₂ e reduction); Energy efficiency initiatives and FY27 Energy Audit Action Plan (28 projects, approximately 3.6 million kWh); Energy conservation at the Manchester R&D centre; Board's Report Annexure-6; BRSR Principle 6 Leadership (Q4)	88; 87; 159-160; 207	—	—	—
GRI 302: Energy 2016	302-5 Reductions in energy requirements of products and services	Natural Capital — Customer Co-Relation: Green Chemistry Scoring and Reporting Framework, Life Cycle Assessment (ISO 14040 and ISO 14044) and Product Carbon Footprint assessments	105	—	—	—
Water and effluents						
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Natural Capital — Water Management; Water management roadmap; Water neutrality strategy; Water recharge and neutrality credits; Water Risk Assessment; BRSR Principle 6 (Q3)	95; 96; 97; 99; 203	—	—	—
GRI 303: Water and Effluents 2018	303-2 Management of water discharge-related impacts	Natural Capital — Water discharge treatment (100% of treated wastewater managed through authorised treatment and recycling mechanisms); Effluent Treatment Plant and Zero Liquid Discharge; Smart water management and governance (pH, BOD, COD, TSS, TDS monitoring); BRSR Principle 6 (Q4 and Q5)	97; 98; 203	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 303: Water and Effluents 2018	303-3 Water withdrawal	Natural Capital — Water withdrawal, discharge and consumption by source (total withdrawal 1,83,968 KL; groundwater 1,02,390 KL; third-party 77,593 KL; rainwater 3,985 KL); BRSR Principle 6 (Q3) and Leadership (Q1, areas of water stress — Shameerpet and Bollaram)	96; 203; 206	—	—	—
GRI 303: Water and Effluents 2018	303-4 Water discharge	Natural Capital — Water discharge by destination FY 2025-26 (36,354 KL to third parties; zero to surface water, groundwater and seawater); Water discharge treatment; BRSR Principle 6 (Q4) and Leadership (Q1)	96; 97; 203; 206	—	—	—
GRI 303: Water and Effluents 2018	303-5 Water consumption	Natural Capital — Water withdrawal, discharge and consumption by source (total consumption 1,47,614 KL); Specific water consumption; water reduction target of 15% freshwater reduction and 50% recycling by FY29; BRSR Principle 6 (Q3)	96; 97; 203	—	—	—
Emissions						
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Natural Capital — Emission Management (Scope 1: 22,445 tCO ₂ e in FY 2025-26 against 18,435 tCO ₂ e in FY 2024-25) and Methodology (operational control approach); BRSR Principle 6 (Q7)	89; 203-204	—	—	—
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	Natural Capital — Emission Management (Scope 2 market-based 8,630 tCO ₂ e; location-based 42,902 tCO ₂ e) and Methodology (CEA grid emission factors); BRSR Principle 6 (Q7)	89; 203-204	—	—	—
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	Natural Capital — Emission Management (Scope 3: 90,272 tCO ₂ e), Scope 3 emission categories and the basis on which Categories 11 to 15 are assessed as not relevant to the CRDMO operating model; Strengthening Value Chain Decarbonisation; BRSR Principle 6 Leadership (Q2)	89; 206	—	—	—
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Natural Capital — Specific GHG Emissions (tCO ₂ e per million USD, Scope 1 and Scope 2 combined: 139 in FY26; revenue basis and exchange rate stated in the methodology note); BRSR Principle 6 (Q7)	89; 204	—	—	—
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	Natural Capital — Encon projects (estimated annual GHG emission reduction by initiative); Key emission reduction initiatives (Scope 1, Scope 2 and Scope 3); Climate Transition Plan; Snapshot of FY26 (emissions avoided through renewable electricity procurement, with the basis of calculation stated); BRSR Principle 6 (Q8)	88; 90; 85; 13; 204	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 305: Emissions 2016	305-6 Emissions of ozone-depleting substances (ODS)	Natural Capital — Climate Transition Plan (refrigerant management programmes); Air emissions	85; 90	—	—	—
GRI 305: Emissions 2016	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Natural Capital — Air emissions (NOx 18.507 tonnes; SOx 42.690 tonnes; PM 11.502 tonnes; POP, VOC, HAP and others reported as zero); VOC emission control measures; ETP VOC emissions; BRSR Principle 6 (Q6)	90; 91; 203	—	—	—
Spills						
GRI 306: Effluents and Waste 2016	306-3 Significant spills	Natural Capital — Effluent Treatment Plant and Zero Liquid Discharge; BRSR Principle 6 (Q4 and Q5); Human Capital — FY26 occupational safety performance	98; 203; 68	—	—	—
Waste						
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Natural Capital — Waste Management framework (Reduce, Reuse, Recycle, Recover and Responsible Disposal); Circular economy framework; Solvent recovery systems; Plastic transition strategy; BRSR Principle 6 (Q9 and Q10)	100; 102; 204-205	—	—	—
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Natural Capital — Waste Management (waste stream mapping, EPR alignment, co-processing, waste-to-energy); Strengthening Landfill Diversion; BRSR Principle 2 (Q3 and Q4); BRSR Principle 6 (Q10)	100; 103; 190; 205	—	—	—
GRI 306: Waste 2020	306-3 Waste generated	Natural Capital — Waste Management performance highlights; BRSR Principle 6 (Q9)	100; 204	—	—	—
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Natural Capital — Waste Management performance highlights; Waste disposal methods; Solvent recovery systems; BRSR Principle 6 (Q9)	100; 101; 102; 204	—	—	—
GRI 306: Waste 2020	306-5 Waste directed to disposal	Natural Capital — Waste Management performance highlights (landfill 660 MT; incinerated 56 MT; linear waste 4.4%); Waste disposal methods FY 2025-26; BRSR Principle 6 (Q9)	100; 101; 204	—	—	—
Supplier environmental assessment						
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Social and Relationship Capital — Driving Sustainable Value; Advancing Sustainable Procurement Practices (ISO 20400 alignment)	77; 76	—	—	—
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	Social and Relationship Capital — Driving Sustainable Value; ESG Integration Across the Supply Chain	77; 78	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Employment						
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Human Capital — FY26 talent snapshot (1,187 new hires; 929 male and 258 female; turnover rate 30.50%); BRSR Section A (Q22)	60; 180	401-1-a and 401-1-b (breakdowns by age group and by region)	Information unavailable / incomplete	New employee hires and employee turnover are disclosed in total and by gender. The breakdowns by age group and by region are not currently generated from the human resources information system in the form required. The reporting fields are being configured within the HRIS and the Company expects to disclose the age group and region breakdowns from FY 2026-27.
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Human Capital — Employee Benefits and Benefits coverage snapshot FY26 (100% coverage of annual medical check-up, medical insurance, accidental insurance, parental leave, retirement provision and bonus eligibility); Employee Wellness and Assistance Programme; BRSR Principle 3 (Q1 and Q2); Notes to the Standalone Financial Statements	66; 191-192; 236	—	—	—
GRI 401: Employment 2016	401-3 Parental leave	Human Capital — FY26 parental leave snapshot; BRSR Principle 3 (Q1)	67; 191	—	—	—
Labor/management relations						
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Human Capital — Strengthening responsible workplace practices (minimum notice period provided to employees and their representatives prior to significant operational changes, and whether it is specified in collective agreements)	71	—	—	—
Occupational health and safety						
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Human Capital — Health and Safety and Strengthening our OHS framework (aligned with ISO 45001 principles); BRSR Principle 3 (Q10a)	68; 194	—	—	—
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Human Capital — Safety risk management and audits; Core pillars of the OHS framework; Safety governance and incident management; BRSR Principle 3 (Q10b and Q11)	69; 68; 194-195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Human Capital — Occupational Health and Hygiene; Employee Benefits; BRSR Principle 3 (Q10d)	70; 66; 195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Human Capital — Social dialogue and employee participation; Health and Safety; BRSR Principle 3 (Q7 and Q10c)	64; 68; 193; 195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Human Capital — Core pillars of the OHS framework; Building Emergency Response Readiness; BRSR Principle 3 (Q10c and Q12)	68; 70; 195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Human Capital — Employee Benefits; Employee Wellness and Assistance Programme (24x7 counselling, stress management and digital wellness resources); Supporting work-life integration; BRSR Principle 3 (Q1 and Q10d)	66; 67; 191-192; 195	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Human Capital — Advancing high-potency handling infrastructure and containment validation; Occupational Health and Hygiene; Social and Relationship Capital — Key Areas of Supplier Assessment; BRSR Principle 3 (Q12 and Q14)	70; 76; 195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Human Capital — Strengthening our OHS framework (covering employees and contract workers); Health and Safety; BRSR Principle 3 (Q10a)	68; 194	403-8-a, 403-8-b (numbers and percentages)	Information unavailable / incomplete	Coverage of the OHS management system is described qualitatively as extending to all employees and contract workers across all sites; the number and percentage of workers covered, and those covered by an internally audited or externally certified system, are not tabulated. The Company is quantifying coverage alongside its programme to certify all Indian sites to ISO 14001 and ISO 45001 by FY 2026- 27, and expects to disclose 403-8-a and 403-8-b from FY 2026-27.
GRI 403: Occupational Health and Safety 2018	403-9 Work- related injuries	Human Capital — FY26 occupational safety performance; Snapshot of FY26; BRSR Principle 3 (Q11)	68; 13; 195	—	—	—
GRI 403: Occupational Health and Safety 2018	403-10 Work- related ill health	Human Capital — Occupational Health and Hygiene (medical surveillance and exposure monitoring); FY26 occupational safety performance; BRSR Principle 3 (Q11)	70; 68; 195	403-10-a, 403-10-b	Information unavailable / incomplete	Occupational health surveillance and exposure monitoring are described; the number and rate of recordable work-related ill health cases for employees and for workers who are not employees are not separately disclosed. Case classification and recording are being standardised across sites within the occupational health system, and the Company expects to disclose 403-10-a and 403- 10-b from FY 2026-27.
Training and education						
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Snapshot of FY26 (average hours of training per employee); Human Capital — Learning Impact Summary FY 2025-26	13; 61-62	404-1-a (breakdown by gender and by employee category)	Information unavailable / incomplete	Average hours of training per employee are disclosed in aggregate together with programme-level detail; the average is not broken down by gender and by employee category. Training records are being migrated to a learning management system that captures attendance hours against individual employee records, and the Company expects to disclose the gender and employee-category breakdown from FY 2026-27.

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Human Capital — Training and Development; Learning Impact Summary; Leadership Programmes; Sai Academy and talent management framework; transition assistance provided to support continued employability and the management of career endings; BRSR Principle 3 Leadership (Q3)	60-63; 59; 196	—	—	—
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	BRSR Principle 3 (Q9); Human Capital — Talent Management and internal mobility	194; 59-60	—	—	—
Diversity and equal opportunity						
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Governance — Board gender diversity 16.7% and 50% non-executive Board composition; Board of Directors; Human Capital — Total employees by age group and by region; Diversity, Equity and Inclusion; BRSR Section A (Q20, Q21)	39; 42-43; 72; 73; 180	—	—	—
GRI 405: Diversity and Equal Opportunity 2016	405-2 Ratio of basic salary and remuneration of women to men	Human Capital — Compensation and pay equity; BRSR Principle 5 (Q3)	73; 200	—	—	—
Non-discrimination						
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Human Capital — Inclusive work environment and Equal opportunity; Human rights snapshot FY26; BRSR Principle 5 (Q6 and Q7)	73; 71; 201	—	—	—
Freedom of association and collective bargaining						
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Human Capital — Strengthening responsible workplace practices; Human Rights and Human Rights Due Diligence covering suppliers, logistics partners and contract workers, including the outcome of the freedom of association and collective bargaining risk assessment; Social and Relationship Capital — Key Areas of Supplier Assessment; BRSR Principle 5 (Q9 and Q10)	71; 70; 76; 201	—	—	—
Child labor						
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Human Capital — Child labour risk assessment; Human Rights Due Diligence covering the external value chain; BRSR Principle 5 (Q6, Q9 and Q10)	72; 70-71; 201	—	—	—
Forced or compulsory labor						
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Human Capital — Human Rights; Strengthening responsible workplace practices; BRSR Principle 5 (Q6, Q9 and Q10)	70; 71; 201	—	—	—
Security practices						
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Human Capital — Security personnel training (percentage of security personnel trained in the Company's human rights policies and procedures, including third-party security contractors); BRSR Principle 5 (Q1)	71; 199	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Rights of Indigenous Peoples						
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	—	—	411-1-a, 411-1-b	Not applicable	The Company's operations within the reporting boundary are located in industrial and knowledge-park locations in Telangana and Karnataka (India) and at Alderley Park, Manchester (United Kingdom). No operations are situated in or adjacent to territories of indigenous peoples and no such incidents were identified during FY 2025-26.
Local communities						
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Social and Relationship Capital — Corporate Social Responsibility; Sai Cares employee volunteering and lake and watershed restoration; Board's Report Annexure-3 (CSR); Stakeholder Engagement — Local communities; BRSR Principle 8 (Q1)	79-81; 148-151; 31-33; 209-210	413-1-a (percentage of operations)	Information unavailable / incomplete	Community programmes and engagement are described in detail; the percentage of operations with implemented local community engagement, impact assessments and development programmes is not stated as a percentage. The Company is mapping its community programmes to each operating site so that coverage can be expressed as a percentage of operations, and expects to disclose 413-1-a from FY 2026-27.
GRI 413: Local Communities 2016	413-2 Operations with significant actual and potential negative impacts on local communities	Natural Capital — Water Risk Assessment (basin-level water stress and community groundwater stewardship); Human Capital — Human Rights (community health and safety within the HRDD scope); BRSR Principle 8 (Q1 to Q4 and Leadership Q1)	99; 70; 209-210	413-2-a	Information unavailable / incomplete	Potential community-level impacts are addressed through the water risk assessment and the human rights due diligence process; a list of operations with significant actual and potential negative impacts on local communities is not separately disclosed. The Company is extending its site-level impact assessment to identify and record such operations and expects to disclose 413-2-a from FY 2026-27.
Supplier social assessment						
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Social and Relationship Capital — Driving Sustainable Value	77	—	—	—
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	Social and Relationship Capital — Driving Sustainable Value; ESG Integration Across the Supply Chain; Strengthening Supplier ESG Capability case study	77; 78; 79	—	—	—
Public policy						
GRI 415: Public Policy 2016	415-1 Political contributions	Governance — Code of Business Conduct and Ethics; BRSR Principle 7. The Company made no political contributions, whether financial or in-kind, during FY 2025-26.	40; 208	—	—	—

GRI STANDARD OTHER SOURCE	DISCLOSURE	Location - Section Title in Report	Printed Page No.	Omission - Require- ment(s) Omitted	Omission - Reason	Omission - Explanation
Customer health and safety						
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Human Capital — Health and Safety; Competitive Edge — Quality, Compliance and Execution Discipline (assessment of health and safety impacts across the CRO and CDMO service categories); BRSR Principle 9 Leadership (Q1)	68; 7; 212	—	—	—
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Social and Relationship Capital; BRSR Principle 9 (Q3 and Q4)	75; 211	—	—	—
Marketing and labeling						
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	BRSR Principle 9 Leadership Indicators (Q1); BRSR Principle 9 (Q2)	212; 211	—	—	—
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Social and Relationship Capital; BRSR Principle 9 (Q3 and Q6)	75; 211	—	—	—
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	BRSR Principle 9 (Q3); Governance — Code of Business Conduct and Ethics	211; 40	—	—	—
Customer privacy						
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Intellectual Capital — Safeguarding Scientific Knowledge and Digital Assets; BRSR Principle 9 (Q3, Q5, Q7)	57; 211-212	—	—	—

SASB INDEX - BIOTECHNOLOGY & PHARMACEUTICALS (HC-BP)

SASB Metric Code	SASB Topic	Metric Description	Unit of Measure	Location - Section Title in Report	Printed Page No.
HC-BP-210a.1	Safety of Clinical Trial Participants	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	n/a	Not Applicable	-
HC-BP-210a.2	Safety of Clinical Trial Participants	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	Number	Not Applicable	-
HC-BP-210a.3	Safety of Clinical Trial Participants	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	Presentation currency	Not Applicable	-
HC-BP-240a.1	Access to Medicines	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	n/a	Not Applicable	-
HC-BP-240a.2	Access to Medicines	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Program (PQP)	n/a	Not Applicable	-
HC-BP-240b.2	Affordability & Pricing	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	Percentage (%)	Not Applicable	-
HC-BP-240b.3	Affordability & Pricing	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	Percentage (%)	Not Applicable	-
HC-BP-250a.1	Drug Safety	Products listed in public medical product safety or adverse event alert databases	n/a	Not Applicable	-
HC-BP-250a.2	Drug Safety	Number of fatalities associated with products	Number	BRSR Principle 9 (Q3 and Q4); Social and Relationship Capital	195; 75
HC-BP-250a.3	Drug Safety	(1) Number of recalls issued, (2) total units recalled	Number	BRSR Principle 9 Q4	195
HC-BP-250a.4	Drug Safety	Total amount of product accepted for take-back, reuse, or disposal	Metric tons (t)	Natural Capital; BRSR Principle 2 (Q3 to Q5 reclaim processes)	103; 174-175
HC-BP-250a.5	Drug Safety	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	Number	Competitive Edge - Quality, Compliance and Execution Discipline; Manufactured Capital; BRSR Principle 1 (Q2 and Q3)	07; 50-53; 171
HC-BP-260a.1	Counterfeit Drugs	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	n/a	Social and Relationship Capital - ISO 28000:2022 Certification and ESG Integration Across the Supply Chain; Intellectual Capital - Safeguarding Scientific Knowledge and Digital Assets	76; 78; 57
HC-BP-260a.2	Counterfeit Drugs	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	n/a	BRSR Principle 9 (Q1 consumer complaint mechanisms and Leadership Q2 communication of service disruption risks); Social and Relationship Capital - Strengthening Supplier Risk Monitoring	195-196; 78
HC-BP-260a.3	Counterfeit Drugs	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	Number	BRSR Principle 1 (Q2 and Q3); BRSR Principle 9 (Q3 and Q6)	171; 195
HC-BP-270a.1	Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	Presentation currency	BRSR Principle 1 (Q2 fines and penalties); BRSR Principle 9 (Q3 advertising complaints)	171; 195
HC-BP-270a.2	Ethical Marketing	Description of code of ethics governing promotion of off-label use of products	n/a	Not Applicable	-
HC-BP-330a.1	Employee Recruitment, Development & Retention	Discussion of talent recruitment and retention efforts for scientists and research and development staff	n/a	Human Capital - Our Strategy, FY26 Workforce Snapshot and Talent Management; FY26 talent snapshot and Hiring practices; Learning Impact Summary and Leadership Programmes; Employee engagement	59; 60; 61-63; 64-65

SASB Metric Code	SASB Topic	Metric Description	Unit of Measure	Location - Section Title in Report	Printed Page No.
HC-BP-330a.2	Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Percentage (%)	Human Capital - FY26 talent snapshot; BRSR Section A (Q22 turnover rate for permanent employees and workers)	60; 164
HC-BP-430a.1	Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit program or equivalent third-party audit programs for integrity of supply chain and ingredients	Percentage (%)	Social and Relationship Capital - Advancing Sustainable Procurement Practices and ISO 28000:2022 Certification; Driving Sustainable Value; Human Capital	76; 77; 71
HC-BP-510a.1	Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	Presentation currency	Governance - Ethics and Compliance and Anti-Bribery and Anti-Corruption; Governance snapshot (0 confirmed corruption incidents); BRSR Principle 1 (Q2 to Q5)	40; 39; 171-172
HC-BP-510a.2	Business Ethics	Description of code of ethics governing interactions with health care professionals	n/a	Not Applicable	-
HC-BP-000.A	Activity Metric	Number of patients treated	Number	Not Applicable	-
HC-BP-000.B	Activity Metric	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	Number	Snapshot of FY26 - Operational and Business Metrics; MD&A - Business Overview; Business Overview - One Platform Across Three Phases	12; 119; 14-15

UN GLOBAL COMPACT (UNGC) - TEN PRINCIPLES ALIGNMENT

Area	Principle No.	Principle	Sections in Report	Printed Page No.
			Human Rights	
Human Rights	1	Businesses should support and respect the protection of internationally proclaimed human rights; and	Human Capital - Human Rights and Human Rights Due Diligence (HRDD); Governance - Policies and Governance Framework; BRSR Principle 5; BRSR Section B (policy coverage)	70-71; 40; 183-185; 168-169
Human Rights	2	Make sure that they are not complicit in human rights abuses.	Human Capital - Human Rights; Human rights snapshot FY26; Social and Relationship Capital - Supplier Code of Conduct and Ethics and Key Areas of Supplier Assessment; BRSR Principle 5 Q9 and Q10	70; 71; 76; 185
			Labour	
Labour	3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Human Capital - Strengthening responsible workplace practices; Social dialogue snapshot FY26; BRSR Principle 3 Q7	71; 64; 177
Labour	4	The elimination of all forms of forced and compulsory labour.	Human Capital - Human Rights; Strengthening responsible workplace practices; FY26 Workforce Snapshot (SA8000 certification); BRSR Principle 5 (Q6 and Q9/Q10 assessments)	70; 71; 59; 185
Labour	5	The effective abolition of child labour; and	Human Capital - Child labour risk assessment under the SA8000 framework; Human Rights; BRSR Principle 5 (Q6 and Q9/Q10 assessments)	72; 70-71; 185
Labour	6	The elimination of discrimination in respect of employment and occupation.	Human Capital - Inclusive work environment and Equal opportunity; Diversity, Equity and Inclusion; Compensation and pay equity; Human rights snapshot FY26; BRSR Principle 5 Q6 and Q7; BRSR Section A Q21	73; 72; 73; 71; 185; 164
			Environment	
Environment	7	Businesses should support a precautionary approach to environmental challenges;	Natural Capital - Our Sustainability Strategy (nine pillars); Sustainability Risk Management; Climate Related Risks and Opportunities and Climate Scenario Pathways; Water Risk Assessment; Biodiversity Risk Assessment; BRSR Section A (Q26); BRSR Principle 6	84; 83; 92-93; 99; 105; 166-167; 186-191
Environment	8	Undertake initiatives to promote greater environmental responsibility; and	Natural Capital (full chapter) - Climate Transition Plan, Energy Management, Emission Management, Water stewardship, Waste Management and Circular Economy, Biodiversity; Social and Relationship Capital - Sustainable Procurement and ESG Integration Across the Supply Chain; Awards and Recognition (ISO 14001, CDP 'B', EcoVadis)	82-105; 76-78; 45
Environment	9	Encourage the development and diffusion of environmentally friendly technologies.	Natural Capital - Customer Co-Relation: Green Chemistry Scoring and Reporting Framework, Life Cycle Assessment (ISO 14040 and ISO 14044) and Sustainable packaging initiatives; Solvent recovery systems; ETP and ZLD systems; CHP system at Alderley Park and Manchester R&D centre; Encon projects; Advancing Greener Supply Chain Operations	105; 102; 98; 91; 88; 78
			Anti-Corruption	
Anti-Corruption	10	Businesses should work against corruption in all its forms, including extortion and bribery.	Governance - Ethics and Compliance, Anti-Bribery and Anti-Corruption (ABAC) Policy and Vigil Mechanism / Whistle Blower Policy; Governance snapshot (zero confirmed corruption incidents; zero whistleblower complaints); Social and Relationship Capital - Supplier Code of Conduct (ethical business conduct and anti-bribery measures); BRSR Principle 1	40; 39; 76; 171-172

UN WOMEN'S EMPOWERMENT PRINCIPLES (WEPs) - SEVEN PRINCIPLES ALIGNMENT

Principle No.	Principle	Sections in Report	Printed Page No.
1	Establish high-level corporate leadership for gender equality.	Governance - Governance Structure; Governance - ESG Governance; Human Capital - Diversity, Equity and Inclusion and Empathetic leadership; BRSR Section A Q21; BRSR Section B Q8 to Q10	39; 41; 72-73; 164; 170
2	Treat all women and men fairly at work - respect and support human rights and non-discrimination.	Human Capital - Equal opportunity and Inclusive work environment; Compensation and pay equity; Human Rights; BRSR Principle 5 Q2, Q3, Q6; BRSR Section A (Q20)	73; 73; 70-71; 184-185; 164
3	Ensure the health, safety and well-being of all women and men workers.	Human Capital - Health and Safety and FY26 occupational safety performance; Employee Benefits and Benefits coverage snapshot FY26; Employee Wellness and Assistance Programme (EWAP); Parental leave and family support; POSH committees; BRSR Principle 3 Q1, Q10, Q11; BRSR Principle 5 Q7	68-69; 66; 66-67; 67; 64, 71; 175-179; 185
4	Promote education, training and professional development for women.	Human Capital - Training and Development; Learning Impact Summary FY 2025-26 and Leadership Programmes; Women empowerment and Women Network Connect; Empathetic leadership; BRSR Principle 3 Q9	60; 61-63; 73; 73; 178
5	Implement enterprise development, supply chain and marketing practices that empower women.	Social and Relationship Capital - Advancing Sustainable Procurement Practices and Supplier Code of Conduct and Ethics; Driving Sustainable Value; ESG Integration Across the Supply Chain	76; 77; 78
6	Promote equality through community initiatives and advocacy.	Social and Relationship Capital - Corporate Social Responsibility; Sai Cares employee volunteering; Board's Report Annexure-3 (CSR); BRSR Principle 8 (Q1 to Q4 and Leadership Indicators)	79-81; 81; 134-137; 193-194
7	Measure and publicly report on progress to achieve gender equality.	Human Capital - FY26 Workforce Snapshot and Total employees by age group and by region; FY26 talent snapshot; FY26 parental leave snapshot; Diversity, Equity and Inclusion; Compensation and pay equity; BRSR Section A (Q20 to Q22); BRSR Principle 5 (Q3); Double Materiality Assessment; BRSR Section A Q26	59, 72; 60; 67; 73; 73; 164; 184; 25; 167

TNFD NATURE-RELATED DISCLOSURES - CONTENT INDEX

Pillar / Core Element	Recommended Disclosures	Report Chapter / Section	Printed Page No.
Governance: Disclose the Company's governance around climate-related risks and opportunities			
Governance: Disclose the Company's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Opportunities; Natural Capital - Sustainability Governance; Governance - ESG Governance	92; 83; 41
	Describe management's role in assessing and managing climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Opportunities: Climate governance; Climate Transition Plan - Governance integration; Governance - ESG Governance; BRSR Section B (Q8)	92; 85; 41; 170
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning where such information is material			
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, 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.	Natural Capital - Climate Related Risks and Opportunities; Climate Related Risks and Mitigation; Climate Related Opportunities; Climate Risk Assessment; BRSR Section A Q26	92; 94; 95; 91; 166-167
	Describe the impact of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning.	Natural Capital - Climate Related Risks and Opportunities; Climate Transition Plan; Encon projects and GHG Management budget of INR 30,31,000; BRSR Section A Q26	92; 85; 88; 166-167
		Natural Capital - Climate Scenario Pathways and Climate Transition Scenarios; Climate Risk Assessment; Water Risk Assessment	93; 91; 99
Risk Management: Disclose how the Company identifies, assesses, and manages climate-related risks			
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.	Natural Capital - Risk Management: Risk Identification and Assessment; Climate Risk Assessment; Risk Management - The Discipline of Preparedness and Risk Management Framework	94; 91; 34-36
	Describe the Company's processes for managing climate-related risks.	Natural Capital - Risk Management: Processes for Managing Climate-Related Risks; Climate Related Risks and Mitigation table; Climate Transition Plan; Climate Roadmap	94; 94; 85; 91
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.	Natural Capital - Risk Management: Integration with Risk Management; Natural Capital - Sustainability Risk Management; Risk Management - Risk Governance Structure and Monitoring and Continuous Improvement	94; 83; 35-36
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material			
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.	Natural Capital - Metrics and Targets; Energy consumption by source and Energy intensity; Emission Management and Specific GHG Emissions; Internal Carbon Pricing; Water and Waste performance tables; BRSR Principle 6	95; 87-88; 89; 95; 96-101; 186-191
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Natural Capital - Emission Management and Methodology; BRSR Principle 6 (Q7) and Leadership (Q2 Scope 3)	89; 187-188; 190
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Natural Capital - SBTi-Validated Targets; Metrics and Targets; Water reduction target; Waste key targets; BRSR Section B (Q6 performance against specific commitments and targets)	85; 95; 96; 100; 169

Pillar / Core Element	Recommended Disclosures	Report Chapter / Section	Printed Page No.
Supplementary IFRS S2 requirements (beyond the TCFD-aligned four pillars)			
	Internal carbon prices - whether and how climate-related considerations are applied in decision-making, and the price per tonne used.	Natural Capital - Internal Carbon Pricing	95
	Remuneration - whether and how climate-related considerations are factored into executive remuneration.	Natural Capital - Encon projects / GHG Management budget; Climate Transition Plan - Governance integration	88; 85
Supplementary IFRS S2 requirements (beyond the TCFD-aligned four pillars)	Climate-related transition plan, including key assumptions and dependencies.	Natural Capital - Climate Transition Plan; Climate Roadmap	85; 91
	Industry-based metrics associated with disclosure topics (SASB Biotechnology & Pharmaceuticals).	See the SASB Index sheet of this workbook and the SASB Index in the report	110
	Assets or business activities vulnerable to climate-related physical and transition risks, and capital deployment towards climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Mitigation; Metrics and Targets; Financial Capital - FY26 capital expenditure; BRSR Section A (Q26)	94; 95; 49; 166-167

TNFD NATURE-RELATED DISCLOSURES - CONTENT INDEX

Pillar	Recommended Disclosures	Report Chapter / Section	Printed Page No.
Governance: Disclose the Company's governance around climate-related risks and opportunities			
Governance: Disclose the Company's governance around climate-related risks and opportunities	Describe the board's oversight of climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Opportunities; Natural Capital - Sustainability Governance; Governance - ESG Governance	92; 83; 41
	Describe management's role in assessing and managing climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Opportunities: Climate governance; Climate Transition Plan - Governance integration; Governance - ESG Governance; BRSR Section B (Q8)	92; 85; 41; 170
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning where such information is material			
Strategy: Disclose the actual and potential impacts of climate-related risks and opportunities on the Company's businesses, 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.	Natural Capital - Climate Related Risks and Opportunities; Climate Related Risks and Mitigation; Climate Related Opportunities; Climate Risk Assessment; BRSR Section A Q26	92; 94; 95; 91; 166-167
	Describe the impact of climate-related risks and opportunities on the Company's businesses, strategy, and financial planning.	Natural Capital - Climate Related Risks and Opportunities; Climate Transition Plan; Encon projects and GHG Management budget of INR 30,31,000; BRSR Section A Q26	92; 85; 88; 166-167
	Describe the resilience of the Company's strategy, taking into consideration different climate-related scenarios, including a 2C or lower scenario.	Natural Capital - Climate Scenario Pathways and Climate Transition Scenarios; Climate Risk Assessment; Water Risk Assessment	93; 91; 99
Risk Management: Disclose how the Company identifies, assesses, and manages climate-related risks			
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.	Natural Capital - Risk Management: Risk Identification and Assessment; Climate Risk Assessment; Risk Management - The Discipline of Preparedness and Risk Management Framework	94; 91; 34-36
	Describe the Company's processes for managing climate-related risks.	Natural Capital - Risk Management: Processes for Managing Climate-Related Risks; Climate Related Risks and Mitigation table; Climate Transition Plan; Climate Roadmap	94; 94; 85; 91
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management.	Natural Capital - Risk Management: Integration with Risk Management; Natural Capital - Sustainability Risk Management; Risk Management - Risk Governance Structure and Monitoring and Continuous Improvement	94; 83; 35-36
Metrics and Targets: Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material			
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.	Natural Capital - Metrics and Targets; Energy consumption by source and Energy intensity; Emission Management and Specific GHG Emissions; Internal Carbon Pricing; Water and Waste performance tables; BRSR Principle 6	95; 87-88; 89; 95; 96-101; 186-191
	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	Natural Capital - Emission Management and Methodology; BRSR Principle 6 (Q7) and Leadership (Q2 Scope 3)	89; 187-188; 190
	Describe the targets used by the Company to manage climate-related risks and opportunities and performance against targets.	Natural Capital - SBTi-Validated Targets; Metrics and Targets; Water reduction target; Waste key targets; BRSR Section B (Q6 performance against specific commitments and targets)	85; 95; 96; 100; 169

Pillar	Recommended Disclosures	Report Chapter / Section	Printed Page No.
Supplementary IFRS S2 requirements (beyond the TCFD-aligned four pillars)			
	Internal carbon prices - whether and how climate-related considerations are applied in decision-making, and the price per tonne used.	Natural Capital - Internal Carbon Pricing	95
	Remuneration - whether and how climate-related considerations are factored into executive remuneration.	Natural Capital - Encon projects / GHG Management budget; Climate Transition Plan - Governance integration	88; 85
Supplementary IFRS S2 requirements (beyond the TCFD-aligned four pillars)	Climate-related transition plan, including key assumptions and dependencies.	Natural Capital - Climate Transition Plan; Climate Roadmap	85; 91
	Industry-based metrics associated with disclosure topics (SASB Biotechnology & Pharmaceuticals).	See the SASB Index sheet of this workbook and the SASB Index in the report	110
	Assets or business activities vulnerable to climate-related physical and transition risks, and capital deployment towards climate-related risks and opportunities.	Natural Capital - Climate Related Risks and Mitigation; Metrics and Targets; Financial Capital - FY26 capital expenditure; BRSR Section A (Q26)	94; 95; 49; 166-167

Management Discussion and Analysis Report

Economic Review

Global Economy

In CY 2025, the global economy grew by 3.4%, demonstrating resilience amid persistent geopolitical uncertainties. Within this landscape, advanced economies expanded by 1.8%, driven by robust private sector adaptability and greater technological investments in the US and a gradual stabilisation of domestic consumption in the UK. Meanwhile, emerging market and developing economies grew by 4.4%, due to surging domestic demand and strong industrial productivity in Asia. This sustained regional performance helped offset overall trade policy volatilities and supply chain disruptions throughout the year. Further, global trade volume increased by 5.1% during the year, reflecting significant front-loading activities and the rapid recalibration of international supply chains to counter potential trade headwinds.

Outlook

Global economic growth is projected to moderate to 3.1% in CY 2026 amid trade policy uncertainties and fiscal pressures. However, monetary easing, policy support and resilient domestic demand are expected to promote sustained growth. Persisting geopolitical tensions in West Asia will continue to disrupt global energy supply chains, thereby escalating inflationary pressures. Consequently, inflation is projected to reach 4.4% in CY 2026 before easing to 3.7% in CY 2027, due to favourable labor market conditions and subdued tradable goods demand.

Global Growth Projections (%)

Global Economy

CY 2025		3.4
CY 2026		3.1
CY 2027		3.2

Advanced Economies

CY 2025		1.9
CY 2026		1.8
CY 2027		1.7

Emerging Market and Developing Economies

CY 2025		4.4
CY 2026		3.9
CY 2027		4.2

Source: World Economic Outlook April 2026

¹<https://www.imf.org/-/media/files/publications/weo/2026/april/english/text.pdf>

²<https://www.imf.org/-/media/files/publications/weo/2026/april/english/text.pdf>

³<https://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/0BULT23042026FL5A726E38FAF84453B435F18A3709DD11.PDF>

⁴https://www.mospi.gov.in/uploads/latestReleases/latest_release_1780655857536_5ac01869-ca4a-422d-b7a7-57b81da60932_Press_Note_on_GDP_Estimates_for_Q4_2025-26_and_PE_FY_2025-26_F.pdf

⁵https://www.mospi.gov.in/uploads/latestReleases/latest_release_1780655857536_5ac01869-ca4a-422d-b7a7-57b81da60932_Press_Note_on_GDP_Estimates_for_Q4_2025-26_and_PE_FY_2025-26_F.pdf

⁶<https://www.pib.gov.in/PressReleasePage.aspx?PRID=2260251&reg=48&lang=2>

⁷<https://rbidocs.rbi.org.in/rdocs/Bulletin/PDFs/BULLETINJUNE22062026C6FB415DA85745E485148DAD8F0A1912.PDF>

Indian Economy

India's economy maintains strong momentum, with a steady growth rate of 7.7%, positioning India as the fastest-growing major economy for the fourth consecutive year. Robust domestic demand, aided by lower income tax and GST rates, is expected to facilitate sustained growth. Inflation moderated during the year, with the Consumer Price Index (CPI) estimated at 3.4%, supported by improved supply chains and lower input costs.

On the supply side, industrial activity strengthened, with manufacturing sectors contributing substantially to overall output. The pharmaceuticals and medicinal chemicals segment, recorded stable growth, accelerated by steady demand and capacity expansion.

Policy support remained a key driver of industrial development. Government initiatives such as the Production Linked Incentive (PLI) schemes consistently encouraged domestic manufacturing, reduced import dependence and enhanced export competitiveness across the pharmaceutical and bulk drug sectors. These measures are driving capacity expansion, improving infrastructure and reinforcing India's strategic position as a global pharmaceutical manufacturing hub.

Outlook

Economic activity is expected to remain resilient, with GDP growth projected at 6.6% for FY 2026-27, driven by sustained momentum in the services sector, strong domestic demand and stable financial performance. However, persistent geopolitical tensions are projected to elevate headline CPI inflation to 5.1%. To meet consumer demand and anchor expectations in this environment, the RBI Monetary Policy Committee (MPC) has maintained the repo rate at 5.25% under a neutral stance.

The Union Budget 2026-27 reinforces the government's commitment to strengthening the pharmaceutical and healthcare ecosystem through the Promotion of Research and Innovation in Pharma-MedTech (PRIP) scheme and the Biopharma SHAKTI (Strategy for Healthcare Advancement through Knowledge, Technology and Innovation) initiative, thereby encouraging advanced drug development to achieve long-term industrial self-reliance.

GDP Growth Trend in India (%)

FY 2023-24		7.2
FY 2024-25 [FRE]		7.1
FY 2025-26[PE]		7.7
FY 2026-27 [P]		6.6

FRE- First Revised Estimate; PE- Provisional Estimate; P- Projected

Source: MOSPI Provisional Estimate; RBI Press Release

Industry Review

Pharmaceutical Industry Overview

The pharmaceutical industry is undergoing a major shift, marked by rapidly rising demand for GLP-1 treatments, antibody-drug conjugates and other next-generation therapeutic modalities. The global pharmaceutical industry was valued at approximately US\$ 1,627.73 billion in 2025. This sector covers the entire lifecycle of medicines, including discovery, development, production and marketing, with an increasing focus on novel therapies. Driven by front-loading activities ahead of expected US tariffs, global drug manufacturing grew by 9.1% in 2025.

The sector is witnessing a strong rise in R&D and manufacturing outsourcing among pharma and biotech companies, making integrated CRO-CDMO partnerships strategically important. Concurrently, large pharmaceutical companies are actively diversifying their supply chains and manufacturing networks geographically. While a recovery in biotech funding is underway, capital remains heavily skewed toward mid-to-late-stage assets and pipeline progression. These factors are driving major pharmaceutical firms to increasingly build long-term, integrated development and manufacturing relationships.

Regionally, The United States continues to lead the world in overall pharmaceutical spending. Meanwhile, the Asia-Pacific region stands out as the fastest-growing market, propelled by expanding manufacturing networks, rising investments and growing healthcare demand. India plays a dominant role in the global pharmaceutical supply chain, manufacturing nearly one in five generic medicines used worldwide and supplying medicines to patients in more than 200 countries. Furthermore, India accounts for nearly 35%-40% of Drug Master Files (DMFs) filed with the United States Food and Drug Administration (USFDA), reflecting the country's strong scientific and manufacturing capabilities.

Industry Outlook

The global pharmaceutical industry is projected to reach approximately US\$1,722.05 billion in 2026, reflecting steady expansion and an expected market growth rate of 5.8% from 2025 to 2026. The 2026 outlook is supported by increasing global healthcare expenditure, growing demand for personalized medicine and expanding pipelines for new vaccines, advanced therapies and biosimilar options.

Market headwinds and complex operational challenges persist across the industry. The sector faces significant pricing pressures arising from ongoing regulatory reforms, looming patent expirations for major legacy drugs and rising biosimilar competition. Additionally, logistics management is becoming more challenging due to increasing complexity in global supply chains, creating a critical industry-wide need to build and maintain supply chain resilience.

Technological maturation and evolving domestic research ecosystems are shaping the future of global drug development. Companies are leveraging real-world evidence generation and AI-driven platforms to support better strategic decision-making. Simultaneously, a growing pipeline of new drugs and advanced therapeutics from Indian companies reflects the steady maturation of the country's research ecosystem, demonstrating an increasing capability to translate early-stage science into globally relevant therapies.

⁸<https://store.frost.com/growth-opportunities-in-global-pharmaceutical-industry-2026.html>

⁹<https://group.atradius.com/knowledge-and-research/reports/industry-trends-pharmaceuticals-january-2026>

¹⁰<https://www.ipa-india.org/article/global-pharmacy-global-innovator-indias-patient-centric-rd-evolution>

¹¹<https://www.fortunebusinessinsights.com/contract-research-development-and-manufacturing-organization-market-117892>

¹²<https://www.fortunebusinessinsights.com/contract-development-and-manufacturing-organization-cdmo-outsourcing-market-102502>

Market Size (US \$ Billion)

FY 2025		1,627.73	Y-o-Y 5.8%
FY 2026		1,722.05	

Source: Frost and Sullivan

Global CRDMO Industry

The global Contract Research, Development and Manufacturing Organisation (CRDMO) market is progressing rapidly. Increasing outsourcing intensity among pharmaceutical and biotechnology companies, together with integrated CRO-CDMO partnerships, continues to drive market growth. Companies are increasingly diversifying their supply chains and manufacturing networks, while long-term strategic partnerships are becoming increasingly prevalent. India is also emerging as a preferred destination for pharmaceutical outsourcing, supported by increasing R&D activities.

The industry is witnessing growing adoption of AI, automation and digital technologies to improve productivity, accelerate workflows and enhance scientific processes. The FDA's push toward New Approach Methodologies (NAMs) is expected to reshape discovery workflows and increase demand for biology-heavy discovery services. The BIOSECURE Act has reinforced the focus on pharmaceutical supply chain diversification, while customers continue to adopt multi-source supply strategies. The evolving tariff environment remains an area of focus, with large pharmaceutical companies taking proactive measures to mitigate tariff exposure. Biotech funding has also shown encouraging signs of recovery, supporting outsourcing demand and program progression.

The global CRDMO market was valued at US\$260.51 billion in 2025. It is projected to expand from US\$281.16 billion in 2026 to US\$540.51 billion by 2034, representing a CAGR of 8.5% during the forecast period. Growth is being driven by pharmaceutical companies outsourcing R&D and manufacturing to focus on their core competencies.

Global CRDMO Market Size (US\$ Billion)

FY 2025		260.51	CAGR 8.5% (2026-2034)
FY 2026		281.16	
FY 2034		540.51	

Source: Fortune Business Insights

Global CDMO Industry

The contract development and manufacturing organization (CDMO) market was valued at US\$199.27 billion in 2025. Growth is driven by surging demand for outsourcing complex, capital-intensive activities, thereby reducing fixed costs, accelerating development timelines and improving access to specialized technologies. Increasing R&D activity and limited in-house manufacturing capabilities among small and mid-sized biotech companies are further accelerating growth. The industry is currently undergoing a major transition from single-service outsourcing as companies adopt integrated, end-to-end platforms across development, manufacturing, clinical supply, testing, fill-finish, packaging and regulatory support operations.

The market is projected to grow from US\$ 214.95 billion in 2026 to US\$ 419.93 billion by 2034, registering a CAGR of 8.7% over the forecast period. Rising demand for advanced biologics, cell and gene therapies, Antibody-Drug Conjugates (ADCs), peptides and high-potency APIs drives the need for specialised CDMO capabilities. Advanced industry requirements and shifting preferences ensure a favorable environment for sustained global market growth.

Global CDMO Industry Size (US\$ Billion)

FY 2025		199.27
FY 2026		214.95
FY 2034		419.93

CAGR
8.7%
(2026-2034)

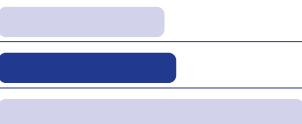
Source: Fortune Business Insights

Global CRO Industry

The global Contract Research Organisation (CRO) market is expanding rapidly as pharmaceutical, biotechnology and medical device companies outsource clinical development needs. As biopharma innovation accelerates, regulatory complexity increases and digital ecosystems develop, CROs are evolving into agile, data-driven partners. The global market was valued at US\$ 45.3 billion in 2025, with North America being the largest region. Market growth is supported by the increasing complexity and volume of clinical trials. Additionally, a growing focus on patient-centric models such as Decentralized Clinical Trials (DCTs) is driving market expansion. The flexibility of services offered by CROs further supports sustained outsourcing of drug development and clinical research activities.

The market is projected to grow from US\$48.5 billion in 2026 to US\$83.3 billion by 2033, expanding at an estimated CAGR of 8.0% over the forecast period. In 2025, North America remained the largest region, while the Asia Pacific region is expected to register the highest CAGR during the forecast period. This rapid growth in Asia-Pacific is being accelerated by expanding pharmaceutical industries, lower trial costs and favorable government support. Rising demand for personalized medicine will continue to drive overall market growth. Despite this expansion, increasing competition, pricing pressures and complex regulatory environments pose significant challenges while improving accessibility to global patient pools.

Global CRO Market Size (US\$ Billion)

FY 2025		45.3
FY 2026		48.5
FY 2034		83.3

CAGR
8%
(2026-2033)

Source: Grand View Research

Indian CRDMO Industry

India's Contract Research, Development and Manufacturing organization (CRDMO) sector is experiencing substantial growth, driven by increasing global pharmaceutical outsourcing and rising demand for biologic medicines. The domestic CRDMO market is estimated at US\$3.4–4.0 billion for CY 2025. This expansion reflects the increasing global outsourcing of pharmaceutical development and manufacturing activities to Indian service providers offering cost-effective, high-quality solutions. The sector benefits from a strong foundation of scientific expertise, cost-efficient operations and an extensive network of USFDA-approved manufacturing facilities, enabling Indian companies to

effectively serve global pharmaceutical innovators. of USFDA-approved manufacturing facilities, enabling Indian companies to cater effectively to global pharmaceutical innovators.

The country's role is evolving beyond being a generic pharmaceutical manufacturer to becoming a key partner in advanced drug development and pharmaceutical innovation. The market is projected to register a strong CAGR of 15–16% between CY 2026 and CY 2035. This expansion is expected to drive the industry's growth to US\$7–9 billion by CY 2030 and further to US\$14–18 billion by CY 2035. Revenue growth for CRDMO companies is forecast at 8–10% in FY 2026-27, reflecting the short-term impact of reduced biopharma funding, although the long-term growth prospects remain favorable.

Opportunities and Challenges

Opportunities

Favorable Demographic Trends

Rising life expectancy and an aging population increase the prevalence of chronic conditions such as cardiovascular diseases, diabetes, asthma and respiratory disorders. This supports sustained demand for healthcare services and pharmaceutical products.

Growing Demand for Advanced Therapies

Growing demand for advanced therapies, including ADCs, cell and gene therapies, peptides and high-potency APIs, is driving the need for specialized manufacturing capabilities. These therapies create higher-value opportunities for CRDMOs.

Sterile Fill-finish Infrastructure

The transition toward injectable therapies is increasing the demand for sterile fill-finish manufacturing capacity. The expansion of such capabilities presents significant opportunities for CRDMOs.

Functional Service Provider Models

Pharmaceutical companies are increasingly transitioning from traditional full-service outsourcing to Functional Service Provider (FSP) models. These models provide flexible access to specialized functions such as biostatistics, data science and regulatory compliance.

Oncology Pipeline Dominance

Oncology remains the largest therapeutic area in the drug development pipeline. The manufacture of oncology drugs is driving demand for specialized CDMO capabilities equipped to handle Highly Potent Active Pharmaceutical Ingredients (HPAPIs) within controlled manufacturing environments.

Challenges

Regulatory Complexity and Compliance Costs

Stringent global standards are increasing compliance costs and operational complexity, requiring continuous investments to maintain regulatory compliance.

Increasing Competition

Greater competition and consolidation in key markets are escalating pricing pressures across the industry. Service providers continue to prioritize operational efficiency to safeguard profitability.

Drug Pricing Controls

Government drug pricing regulations limit pricing flexibility for pharmaceutical companies, thereby reducing investments in outsourced research and manufacturing services.

¹³<https://www.grandviewresearch.com/industry-analysis/pharmaceutical-cro-market-report>

¹⁴<https://www.icra.in/Rating/DownloadResearchSummaryReport?id=6797>

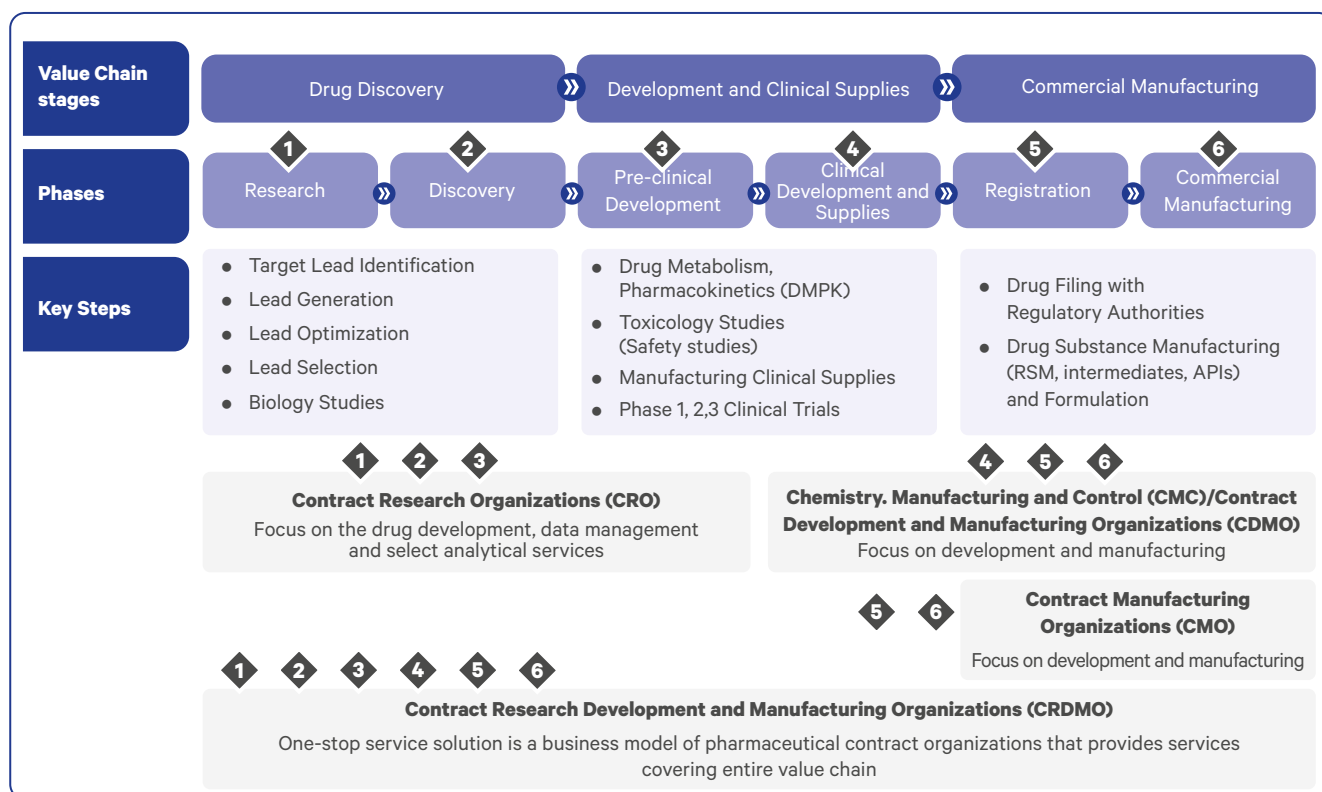
Company Overview

Sai Life Sciences Limited, headquartered in Hyderabad, India, is an integrated Contract Research, Development and Manufacturing Organisation (CRDMO) with over 27 years of industry experience. The Company has established a strong global footprint, supported by long-term relationships with pharmaceutical and biotechnology innovators.

By prioritizing consistent innovation, the Company is among the few scaled Indian organizations offering both Contract Research Organisation (CRO) and Contract Development and Manufacturing Organization (CDMO) capabilities for small molecules. Its integrated platform enables seamless progression of small-molecule New Chemical Entities (NCEs) from discovery through development and commercialization.

The Company offers a comprehensive range of services spanning medicinal chemistry, process development, clinical manufacturing and commercial manufacturing, supported by advanced technology platforms across its global operations. Its delivery model is centered on quality, cost efficiency and scalability, while adhering to rigorous standards of safety and ensuring regulatory compliance and strong governance. The Company's quality and sustainability practices are aligned with global operational standards.

Value Chain



Key Strengths

Strengths	Description
Integrated Service Platform	A comprehensive platform for discovery, development and manufacturing.
Diverse Molecule Portfolio	CDMO platform with a diverse range of commercial and under-development molecules.
Integrated Discovery Capabilities	Fast-growing, integrated discovery capabilities with a focus on biology, chemistry and Drug Metabolism and Pharmacokinetics (DMPK) services.
Diverse Customer Base	Long-standing relationships with an extensive network of existing and emerging customer base.
Advanced R&D Infrastructure	Modern R&D infrastructure with a differentiated delivery model and a strong regulatory framework to supervise operations.
Qualified Leadership and Talent	Experienced management team and board of directors supported by a qualified scientific talent pool.
Strategic Financial Growth	Strategic business investments with improving profitability metrics.
Digital Regulatory Compliance	Proprietary, Good Manufacturing Practice (GMP) enabled digital systems ensure compliance, data integrity and adherence to global standards across every function.
Technological Efficiency	AI-powered digital tools and automation accelerate R&D, enhance efficiency and drive insight-led scientific decision-making.
Resilient Ethical Sourcing	Resilient, global supply network with reduced dependence on China and Pharmaceutical Supply Chain Initiative (PSCI) aligned ethical sourcing ensures future-ready reliability.
Sustainability and Safety Commitment	Advanced safety systems, zero liquid discharge and proactive risk controls reflect the Company's commitment to people and planet.

Business Overview

CRO

The Company's CRO (Discovery Services) business provides integrated drug discovery capabilities spanning synthetic and medicinal chemistry, computational chemistry, Computer-Aided Drug Design (CADD), biology, DMPK, toxicology, in vivo pharmacology and formulations, supporting customers from Target Validation to Investigational New Drug (IND).

During FY 2025-26, the integrated CRO strategy continued to gain momentum, particularly among biotechnology and pharmaceutical customers, driven by emerging cross-sell opportunities with existing CDMO customers and increased traction for large-scale and discovery programs. More than 65% of discovery programs are integrated, supported by next-generation biology, automation and AI, enabling the Company to handle large integrated programs. The Company also expanded its capabilities in ADCs, TPDs, peptides, CGTs and oligonucleotides, while strengthening its discovery platform through high-throughput experimentation (HTE), DMPK automation, AI-enabled drug discovery tools and advanced preclinical models.

₹ 775 Cr.

Discovery Services (CRO) Revenue in FY 2025-26

CDMO

The Company's CDMO (CMC Services) business provides end-to-end capabilities from IND through commercialization, supporting pharmaceutical and biotechnology companies across process development, manufacturing and commercial supply. Its capabilities include complex chemistry, ADC payloads and linkers, supported by GMP-compliant facilities across India and the UK, ensuring flexibility to meet both clinical and commercial manufacturing requirements. The Company is actively engaged with 19 of the top 25 global pharmaceutical companies.

During FY 2025-26, the Company maintained a pipeline of 34 commercial molecules, 11 Phase III/pre-registration molecules and around

155 molecules in earlier stages of development across multiple therapy areas. It consistently expanded capabilities in new modalities, including Peptides, Antibody-Drug Conjugates (ADCs), Oligonucleotides and Lipids, while prioritizing digitalization, automation and sustainability.

₹ 1,417 Cr.

CDMO Revenue in FY 2025-26

Operational Performance

Key Business Highlights during FY 2025-26:

- CDMO contributed 65% and CRO contributed 35% to the Company's total revenue during FY 2025-26.
- Revenue contribution from the Company's 19 global large pharmaceutical customers increased to 49% in FY 2025-26 from 28% in FY 2021-22. The Company expanded engagement with global large pharmaceutical customers across the value chain, from early discovery to commercial manufacturing and received commercial supply qualification from two additional large pharmaceutical customers.
- More than 65% of discovery programs were integrated, with active use of next-generation biology, automation and AI to accelerate development and improve outcomes.
- The Company incurred ₹633 Cr. of capital expenditure during FY 2025-26 and announced a planned capital expenditure programme of ₹1,100-1,300 Cr. for FY 2026-27, focused on capacity expansion, capability enhancement, AI and technology investments.
- The Company continued to invest in High-Throughput Experimentation (HTE), advanced biology platforms, organoid technologies, peptides and ADC capabilities, while advancing automation and AI-enabled scientific operations.
- The Bidar manufacturing sites (Unit IV and Unit VI) became the first sites of an Indian CRDMO to operate on 100% renewable power.

Financial Performance

In ₹ CR.	FY 2025-26	FY 2024-25	Growth %
Total income	2,242	1,731	29.5%
Cost of materials consumed and changes in inventories	571	466	22.5%
Employee benefit expense	683	549	24.4%
Other expenses	307	274	12.0%
EBITDA*	661	425	55.6%
EBITDA Margin	30.1%	25.0%	
Depreciation and amortisation expense	167	139	20.1%
EBIT	505	304	66.3%
EBIT Margin	23.1%	17.9%	
Finance Cost	39	76	(48.7%)
Exceptional Items	8	-	-
Profit before tax	466	228	104.4%
Tax expense	117	58	101.7%
Profit after tax (PAT)	349	170	105.3%
PAT Margin	15.9%	10.0%	+590 bps

* Before Exceptional Items

For FY 2025-26, total income increased by 29.5% YoY to ₹2,242 Cr. from ₹1,731 Cr. in FY 2024-25. The growth was supported by robust demand across both the CDMO and CRO segments, underlined by consistent execution and increasing traction across the Company's integrated service offerings.

EBITDA increased by 55.6% YoY to ₹661 Cr. from ₹425 Cr. in FY 2024-25. EBITDA margin expanded by 508 basis points to 30.1% in FY 2025-26 from 25.1% in FY 2024-25, mainly due to operating leverage on employee costs, material margin and other expenses.

Depreciation and amortisation expense increased to ₹167 Cr. in FY 2025-26 from ₹139 Cr. in FY 2024-25 due to addition of new blocks in CDMO and space in CRO business.

Finance costs decreased to ₹39 Cr. from ₹76 Cr. in FY 2024-25 due to repayment of ₹720 Cr. debt from IPO proceeds. Profit after tax (PAT) increased by 105.3% YoY to ₹349 Cr. from ₹170 Cr. in FY 2024-25, while the PAT margin improved to 15.9% from 10.0%, reflecting robust earnings growth and improved profitability.

Total equity as of March 31, 2026, stood at ₹ 2,484 Cr, compared with ₹ 2,128 Cr as at March 31, 2025.

Key Ratios	FY 2025-26	FY 2024-25	Change
Revenue from Operations	2,192	1,695	29.4%
Debtors Turnover	5.9	4.8	22.9%
Inventory Turnover	14.5	14.3	1.9%
Interest Coverage Ratio **	41.25	8.28	397.9%
Current Ratio	1.69	2.05	-17.6%
EBITDA Margin (%)	30.1%	25.1%	20.3%
Net Profit Margin (%) *	15.9%	10.0%	58.5%
Return on Equity (%) *	14.0%	8.0%	75.7%
Return on Capital Employed (%) *	18.2%	12.2%	48.8%
Net Debt-Equity Ratio	0.01	-	NA
Net Debt-EBITDA	0.04	-	NA

Notes:

* The variance is on account of higher profitability and optimum utilisation of shareholders funds for the year ended March 31, 2026.

** The variance is on account of increase in operating profits and lower debt service obligation during the year ended March 31, 2026.

Debtors Turnover: Revenue from Operations/Trade Receivables

Inventory Turnover: Revenue from Operations/Inventories

Interest Coverage Ratio: EBITDA/Finance Cost (excluding Interest on lease liabilities)

Current Ratio: Current Assets/Current Liabilities

EBITDA Margin (%): EBITDA/Revenue from Operations

Net Profit Margin (%): Profit after Tax/Revenue from Operations

Return on Equity (%): Profit after Tax/Total Equity

Return on Capital Employed (%): EBIT/Total Equity + Borrowings + Lease Liabilities

Business Outlook

The Company remains focused on strengthening its integrated CRDMO platform by deepening relationships with global pharmaceutical customers and expanding its capabilities. It continues to invest in science-led capacity expansion, product and pipeline diversification and the adoption of newer technologies. Promoted by innovation-led outsourcing, supply chain diversification, increasing R&D and manufacturing outsourcing and strategic partnerships, the Company continues to enhance its capabilities. It is investing in new modalities, automation, digital technologies and AI to drive long-term growth. The Company also announced a planned capital expenditure program of ₹1,100–1,300 Cr. for FY 2026–27, focused on capacity expansion, capability enhancement, AI and technology investments.

1. Human Resources

Human resources remain integral to the Company's growth strategy. During the year, the Company continued to strengthen its talent base across discovery, development and manufacturing functions to support its expanding operations and increasing technical complexity.

Ongoing investments in R&D capabilities, along with the induction of specialized talent, are contributing improved operating efficiency as the business scales. The Company maintains a strong focus on recruiting skilled scientific personnel, enhancing integrated capabilities and supporting long-term capacity creation.

Transformation initiatives, including the adoption of automation and artificial intelligence, are being implemented to improve productivity, optimize resource utilization and enable scientific teams to focus on high-value activities with greater scientific rigor.

2. Risk and Concern

The Company has adequate risk management processes to identify, assess and communicate potential risks that could have an adverse impact on the Company's operations. The internal processes and

procedures are structured to enable a timely and effective response to the emerging risks. Risk oversight processes are embedded across all functional areas which enables the Company to act in a time-bound manner to manage the risks. The Company has adequate internal controls and takes appropriate protective and preventive measures across all functional areas, as required.

3. Internal Control Systems

The Company's robust internal control framework is in accordance with the size of the business and nature of business operations. The policies and procedures of the internal control framework enable the Company to safeguard assets, prevent and detect fraud and errors and ensure accuracy and completeness of accounting records. The internal control framework ensures orderly and efficient conduct of business operations. The internal control framework is monitored and periodically assessed for effectiveness and adequacy by the Board of Directors. The internal controls are regularly evaluated to ensure strict adherence to regulatory norms and to monitor the effectiveness of governance processes.

4. Cautionary Statement

This report contains statements that may be 'forward-looking', including, but not limited to, statements relating to the implementation of strategic initiatives and other statements relating to the Company's future business developments and economic performance. While these forward-looking statements indicate the Company's assessment and future expectations concerning the development of the Company's business, several risks, uncertainties and other unknown factors could cause actual developments and results to differ materially from the Company's expectations. These factors include, but are not limited to, general market, macroeconomic, governmental and regulatory trends, movements in currency exchange rates and interest rates, competitive pressures, technological developments, changes in the financial condition of third parties dealing with the Company, legislative developments and other key factors that could affect the Company's business and financial performance. The Company undertakes no obligation to publicly revise any forward-looking statements to reflect future events or circumstances.

Board's Report

The Members,

Sai Life Sciences Limited

The Directors have pleasure in presenting the 27th Annual Report along with the Audited Financial Statements (Standalone and Consolidated) of Sai Life Sciences Limited ('the Company') for financial year ended 31 March 2026:

Financial Results

(₹ in million)

Particulars	Standalone		Consolidated	
	2025-2026	2024-2025	2025-2026	2024-2025
Revenue from Operations	21,532.26	16,420.48	21,924.92	16,945.70
Other Income	491.31	373.35	491.28	367.79
Profit before Depreciation, Amortisation, Finance Costs, Exceptional Items and Tax Expense	6,490.88	4,277.81	6,802.87	4,424.40
Less: Depreciation and amortisation	(1,522.96)	(1,260.33)	(1,668.55)	(1,385.73)
Profit before Finance Costs, Exceptional Items and Tax Expense	4,967.92	3,017.48	5,134.32	3,038.67
Less: Finance Cost	(326.18)	(700.32)	(392.39)	(761.64)
Profit before Exceptional Items and Tax Expense	4,641.74	2,317.16	4,741.93	2,277.03
Less: Exceptional Items	(80.01)	-	(80.01)	-
Profit before Tax Expense	4,561.73	2,317.16	4,661.92	2,277.03
Less: Tax Expense (Current & Deferred)	(1,146.92)	(582.54)	(1,172.82)	(575.71)
Profit for the year (1)	3,414.81	1,734.62	3,489.10	1,701.32
Other Comprehensive Income (2)	(282.22)	9.15	-208.22	11.89
Total Comprehensive Income (1+2)	3,132.59	1,743.77	3,280.88	1,713.21

The operational performance of your Company has been comprehensively discussed in the Management Discussion and Analysis Section, which forms part of this Annual Report.

The standalone, as well as the consolidated financial statements, have been prepared in accordance with the provisions of the Companies Act, 2013 ("the Act"), Indian Accounting Standards ("Ind AS") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

Financial highlights of the Company for FY 2025-26 are as under:

During the current financial year on Consolidated basis, your Company has registered a total income of ₹ 22,416.20 million, a growth of 29.47% as compared to the previous year. The profit after tax was ₹ 3,489.10 million as against the profit of ₹ 1,701.32 million as reported in the previous year. On Standalone basis, your Company has registered a total income of ₹ 22,023.57 million, a growth of 31.14% as compared to the previous year. The profit after tax was ₹ 3,414.81 million as against the profit of ₹ 1,734.62 million as reported in the previous year.

Dividend

The Board has not recommended any dividend for the financial year under review.

Dividend Distribution Policy

The Company has adopted the Dividend Distribution Policy to determine the distribution of dividend in accordance with the Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (the "Listing Regulations"). The Dividend Distribution Policy is

available on the Company's website, at <https://sailife.com/wp-content/uploads/2026/06/Dividend-Distribution-Policy.pdf>

Transfer to General Reserves

The Company retained the entire surplus in the Profit and Loss Account and hence no transfer to General Reserve was made during the year.

Change in Nature of Business

There is no change in nature of business of the Company.

Share Capital

a) Authorized Share Capital

During the year under review, there was no change in the authorised share capital of the Company. The authorized share capital of the company as on 31 March 2026 is ₹ 25,00,00,000 (Rupees Twenty-Five Crore Only):

- 23,90,00,000 Equity Shares of ₹1/- each, aggregating ₹23,90,00,000 (Rupees Twenty-Three Crore Ninety Lakh Only),
- 6,00,000 Optionally Convertible Preference Shares (OCPS) of ₹10 each, aggregating ₹60,00,000 (Rupees Sixty Lakh Only),
- 5,00,000 Compulsory Convertible Preference Shares (CCPS) of ₹10 each, aggregating ₹50,00,000 (Rupees Fifty Lakh Only).

b) Paid-up Capital

As on March 31, 2026, the paid-up capital of the company is ₹ 21,17,79,234 divided into 21,17,79,234 Equity Shares of ₹ 1/- Each.

Allotment During FY 2025-26

Sr. No.	Date of Allotment	Type of Allotment	No. of Shares Allotted
1	23-04-2025	Conversion of ESOPs	46,510
2	13-05-2025	Conversion of ESOPs	25,000
3	09-06-2025	Conversion of ESOPs	19,000
4	26-06-2025	Conversion of ESOPs	40,403
5	23-07-2025	Conversion of ESOPs	3,00,000
6	23-08-2025	Conversion of ESOPs	4,03,990
7	03-09-2025	Conversion of ESOPs	1,50,500
8	16-09-2025	Conversion of ESOPs	4,29,000
9	17-10-2025	Conversion of ESOPs	93,000
10	04-11-2025	Conversion of ESOPs	2,49,969
11	22-11-2025	Conversion of ESOPs	62,991
12	08-12-2025	Conversion of ESOPs	1,07,331
13	19-12-2025	Conversion of ESOPs	8,89,133
14	05-02-2026	Conversion of ESOPs	3,97,911
15	22-02-2026	Conversion of ESOPs	1,39,007
16	24-03-2026	Conversion of ESOPs	11,100

Listing with Stock Exchanges

The equity shares of the Company are listed on National Stock Exchange of India Limited and BSE Limited. Annual listing fees for the year 2026-27 has been paid to these exchanges within the prescribed timelines. There was no suspension in trading of the equity shares of the Company during the financial year 2025-26.

Subsidiary, Associate and Joint Venture Companies

The Company does not have any Joint Ventures or Associates. Below are the details of the Subsidiary Companies:

Name of Subsidiary	% of holding by Parent Company	Country of incorporation
Sai Life Sciences Inc	100	USA
Sai Life Pharma Private Limited	100	India
Sai Life Sciences GmbH	100	Germany

As per Section 129 of the Companies Act, 2013, the consolidated financial statements of the Company and all its Subsidiaries and Associates are prepared in accordance with the applicable accounting standards and forms part of this Annual Report, further a statement containing salient features of the financial statements of our subsidiaries and associates in the prescribed Form in AOC-1 is annexed to this Board's Report as **Annexure-1**. Your Company does not have any material subsidiary as on March 31, 2026.

Further, no Companies have become or ceased to be the Subsidiaries, Joint Ventures or Associate Companies of the Company.

Consolidated Financial Statements

The Consolidated financial statements of the Company have been prepared in accordance with the Indian Accounting Standards (Ind AS) as per the Companies (Indian Accounting Standards) Rules, 2015 notified under Section 133 of the Companies Act, 2013 and other relevant provisions of the Companies Act, 2013.

In accordance with the provisions of Section 136 of the Companies Act, 2013, the audited financial statements of the Company including consolidated financial statements and related information of the Company and audited accounts of the subsidiaries, are available on the website of the company and a copy of separate Audited financial statements of its subsidiaries will be provided to shareholders upon their request.

Directors and Key Managerial Personnel

As on March 31, 2026, your Company's Board had 6 (Six) Board Members comprising 1 (One) Managing Director, 2 (Two) Whole-time Directors and 3 (Three) Independent Directors. The details of Board and Committees composition, tenure of Directors, areas of expertise and other details are available in the Corporate Governance Report, which forms part of this Annual Report.

Change in the composition of the Board of Directors and Key Managerial Personnel during FY 2025-26

Date of Event	Name of Directors and KMPs	Details
28-04-2025	Mr Sivaramakrishnan Chittor (DIN: 01092158)	Appointed as an Additional Director, in the category of Executive Director
16-06-2025	Dr Dinesh V Patel (DIN: 11010657)	Regularized as an Independent Director of the Company
16-06-2025	Mr Sivaramakrishnan Chittor (DIN: 01092158)	Regularized as Whole-time Director of the Company
07-08-2025	Mr Krishnam Raju Kanumuri (DIN: 00064614)	Re-appointment as Managing Director & CEO of the Company for a period of five (5) years, as approved by the shareholders at the Annual General Meeting held on 11-09-2025.

In accordance with the provisions of Section 152 of the Act, read with rules made thereunder and Articles of Association of the Company, Mr Krishnam Raju Kanumuri (DIN: 00064614), being longest in the office from the date of his last re-appointment shall retire by rotation at the forthcoming AGM and being eligible, offers himself for re-appointment.

As on the date of this report, the Company has the following Key Managerial Personnel as per section 2(51) and 203 of the Companies Act 2013:

Sr. No	Name	Designation
1.	Mr Krishnam Raju Kanumuri	Managing Director & CEO
2.	Dr Ranga Raju Kanumuri	Whole-Time Director
3.	Mr Sivaramakrishnan Chittor	Whole-time Director and CFO
4.	Ms Runa Karan	Company Secretary and Compliance Officer

Committees of Board and Number of Meetings of the Board and Board Committees

As on March 31, 2026, the Board has the following Committees.

- (i) Audit Committee
- (ii) Nomination and Remuneration Committee
- (iii) Stakeholders' Relationship Committee
- (iv) Risk Management Committee
- (v) Corporate Social Responsibility & Sustainability Committee

During the year under review, the Board reconstituted the Nomination and Remuneration Committee and also renamed the 'Corporate Social Responsibility Committee' as the 'Corporate Social Responsibility & Sustainability Committee'.

The Board of Directors met 9 (Nine) times during the year under review. The details of meetings of Board and Committees and the attendance thereto and composition of Committees are provided in the Corporate Governance Report, which forms part of this Annual Report.

Independent Directors' Meeting

The Independent Directors met on February 05, 2026 without the attendance of Non-Independent Directors and members of the management. The Independent Directors in their meeting held on February 05, 2026 reviewed the performance of Non-Independent Directors, the Committees and the Board as a whole, along with the performance of the Chairman of the Company, taking into account the views of Executive Directors and assessed the quality, quantity and timeliness of flow of information between the management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

A note on the familiarization program for orientation and training of the Directors undertaken in compliance with the provisions of the Act and the SEBI Listing Regulations is provided in the Corporate Governance Report, which forms part of the Annual Report.

Declaration from Independent Directors

The Company has received declarations from Dr Dinesh V Patel (DIN: 11010657), Mr Ramesh Ganesh Iyer (DIN: 00220759), Ms Suchita Sharma (DIN: 10656028), Independent Directors of the Company to the effect that they are meeting the criteria of independence as provided in Sub-Section (6) of Section 149 of the Act, including compliance of relevant provisions of the Companies (Appointment and Qualifications of Directors) Rules, 2014 and Regulation 25 of SEBI Listing Regulations.

The Independent Directors have also confirmed that they have complied with Schedule IV of the Act and the Company's Code of Conduct. In terms of Regulation 25(8) of the SEBI Listing Regulations, the Independent Directors have confirmed that they are not aware of any circumstance or situation, which exists or may be reasonably anticipated, that could impair or impact their ability to discharge their duties with an objective independent judgment and without any external influence.

The Board is of the opinion that the Independent Directors of the Company possess requisite qualifications, skills, experience and expertise and they hold highest standards of integrity (including the proficiency) and fulfill the conditions specified in the Act and SEBI Listing Regulations and are independent of the management.

Directors' Responsibility Statement

Pursuant to Section 134(5) of the Act, your Directors state that:

- a) In the preparation of the Annual Accounts for the year ended March 31, 2026, the applicable accounting standards have been followed and there are no material departures from the same;
- b) They have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company as at March 31, 2026 and of the profits of the Company for the year ended on that date;
- c) They have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act, for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;
- d) They have prepared the Annual Accounts of the Company on a going concern basis;
- e) They have laid down adequate internal financial controls to be followed by the Company and that such internal financial controls are adequate and operating effectively;
- f) They have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

Nomination and Remuneration Policy

The Board has framed and adopted a Nomination and Remuneration Policy ("NRC Policy") in terms of Section 178 of the Act. The NRC Policy, inter-alia, lays down the principles relating to appointment, cessation, remuneration and evaluation of Directors, Key Managerial Personnel and Senior Management employees and other matters as provided under Section 178 of the Act. The NRC Policy was amended during the year under review to align with the provisions of SEBI Listing Regulations. The remuneration paid to the Directors is as per the terms laid out in the NRC Policy of the Company.

The salient features of the NRC Policy are as follows:

- To formulate the criteria for determining qualification, competencies, positive attributes and independence for appointment of Directors (Executive and Non-Executive) and persons who may be appointed in Senior Management positions, Key Managerial Positions and recommend to the Board, policies relating to the remuneration for the Directors, Key Managerial Personnel, Senior Management and other employees;
- To lay down criteria for appointment, removal of Directors, Key Managerial Personnel and Senior Management;

- To recommend the remuneration of Directors, Key Managerial Personnel (KMP) and Senior Management of the Company and provide a balance between fixed and incentive pay, reflecting short and long-term performance objectives appropriate to the working of the Company and its goals; and
- To specify the manner for effective evaluation of performance of Board, its committees and individual directors and review its implementation and compliance.

The NRC Policy is available on the website of the Company <https://sailife.com/wp-content/uploads/2026/01/Nomination-and-Remuneration-Policy.pdf>

Directors and Officers Insurance ('D&O')

As per the requirements of Regulation 25(10) of the SEBI Listing Regulations, the Company has taken Directors and Officers Insurance ('D&O') for all its directors.

Board Evaluation

The Board adopted a formal mechanism for evaluating its performance and as well as that of its Committees and individual Directors, including the Chairman of the Company. The exercise was carried out annually through a structured evaluation process covering various aspects of the Boards functioning such as composition of the Board and Committees, experience and competencies, performance of specific duties and obligations, contribution at the meetings and otherwise, independent judgment, governance issues etc.

Familiarization Programs

The Members of the Board of the Company have been provided opportunities to familiarize themselves with the Company, its Management and its operations. The Directors are provided with all the documents to enable them to have a better understanding of the Company, its various operations and the industry in which it operates.

All the Independent Directors of the Company are made aware of their roles and responsibilities at the time of their appointment through a formal letter of appointment, which also stipulates various terms and conditions of their engagement.

Key Management Personnel of the Company present to the Audit Committee on a periodical basis, an update on the operations of the Company, plans, strategy, risks involved, new initiatives, etc. and seek their opinions and suggestions on the same. In addition, the Directors are briefed on their specific responsibilities and duties that may arise from time to time.

The detail policy on the familiarization program is available on the website at <https://sailife.com/wp-content/uploads/2026/06/Familiarisation-Programme-for-ID-FY26.pdf>

Code of Conduct

The Company has laid down a Code of Conduct which has been effectively adopted by the Board Members and Senior Management Personnel of the Company.

The detail policy on the Code of Conduct is available on the website at <https://sailife.com/wp-content/uploads/2026/01/Code-of-Conduct-for-BoD-and-SMPs.pdf>

Employees Stock Option Plan

The Company implemented the 'ESOP Scheme 2008' and the 'Management ESOP Scheme 2018' to attract, retain and motivate key talent by rewarding high performance and encouraging contribution to the Company's growth and profitability. Post listing of the equity shares of the Company, both the aforesaid schemes were ratified by the members of the Company through a Postal Ballot resolution passed with the requisite majority on June 16, 2025. These schemes continued to be operative during the year under review. The Company views employee stock options as a strategic long-term incentive mechanism that enables employees to become co-owners, providing them an opportunity for wealth creation through long-term equity ownership.

ESOP Plans comply with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 ("SBEB Regulations") as amended from time to time.

Disclosure on ESOPs, as mandated under the SBEB Regulations, is provided in financials of the Company for the FY 2025-26 and is also available on the website of the Company at <https://sailife.com/corporate-governance/>.

M/s. P S Rao & Associates, Practicing Company Secretaries, Secretarial Auditors of the Company, has issued a certificate confirming that the ESOP Plan has been implemented in accordance with the SBEB Regulations and the shareholders' resolution passed in this regard. The said certificate is also available on the Company's website at <https://sailife.com/corporate-governance/>.

Particulars of Loans, Guarantees and Investments

Details of investments made and/or loans or guarantees given and/or security provided are given in the notes to the Standalone and Consolidated financial statements which form part of the Annual Report.

Transactions with Related Parties

In line with the requirements of the Act and SEBI Listing Regulations, the Company has formulated a Policy on Related Party Transactions. During the year under review, the Related Party Transactions Policy was amended to align with the provisions of the SEBI Listing Regulations and the same is available on the website of the Company at <https://sailife.com/wp-content/uploads/2026/01/Policy-on-Related-Party-Transactions.pdf>

All related party transactions entered into during FY 2025-26 were on an arm's-length basis and in the ordinary course of business. No material related party transactions were entered into during the financial year by the Company. All transactions with related parties were reviewed and approved by the Audit Committee. Prior omnibus approval is obtained for related party transactions which are of repetitive nature and entered in the ordinary course of business and on an arm's-length basis. The particulars of contracts or arrangements with related parties referred to in sub-section (1) of Section 188 entered by the Company during the financial year ended March 31, 2026 in prescribed Form AOC-2 is annexed to this Board's Report as **Annexure - 2**.

Remuneration of Directors, Key Managerial Personnel and Particulars of Employees

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

Annual Return

The Annual Return of the Company in form MGT-7 as required under Section 92 and Section 134 of the Act read with Rule 12 of the Companies (Management and Administration) Rules, 2014 is available on the website of the Company at <https://sailife.com/disclosures/>

Corporate Social Responsibility

In terms of the provisions of Section 135 of the Act, read with Companies (Corporate Social Responsibility Policy) Rules, 2014, (as amended) the Board has constituted a Corporate Social Responsibility ("CSR") Committee. The composition, terms of reference of the CSR Committee and the salient features of the Corporate Social Responsibility Policy ("CSR Policy") is provided in the Corporate Governance Report, which forms part of the Annual Report.

During the year under review, the CSR Policy was amended to align with the provisions of the SEBI Listing Regulations/applicable CSR Rules and also renamed the 'Corporate Social Responsibility Committee' as the 'Corporate Social Responsibility & Sustainability Committee'.

A detailed policy is available on the website of the Company at the weblink: <https://sailife.com/wp-content/uploads/2026/01/Corporate-Social-Responsibility-and-Sustainability-Policy.pdf>

A report on Corporate Social Responsibility as per Rule 8 of Companies (Corporate Social Responsibility Policy) Rules, 2014 is annexed to this Board's Report as **Annexure - 3**.

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

In accordance with the requirements of Section 134 of the Companies Act, 2013, statement showing the particulars relating to conservation of energy, technology absorption, foreign exchange earnings and outgo is annexed to this Board's Report as **Annexure-6**.

Public Deposits

Your Company has not accepted any deposits falling within the meaning of Chapter V of the Companies Act, 2013 read with the Rule 8(5)(v) of Companies (Accounts) Rules 2014, during the financial year under review:

(a) accepted during the year ; NIL

(b) remained unpaid or unclaimed as at the end of the year : NIL

(c) whether there has been any default in repayment of deposits or payment of interest thereon during the year and if so, number of such cases and the total amount involved -

(i) at the beginning of the year - NIL

(ii) maximum during the year - NIL

(iii) at the end of the year – NIL

Further, the Company has not accepted any details of deposits which are not in compliance with the requirements of Chapter V of the Act.

Auditors

a. Statutory Auditors and their report

The Members of the Company in accordance with Section 139 of the Companies Act, 2013 have passed resolution in 24th Annual General Meeting for re-appointment of M/s Deloitte Haskins & Sells LLP (117366W/W-100018) as Statutory Auditors of the Company for second term from the FY 2023 to 2028. The Statutory Auditors have presented their Audit Report on the financial statements of the Company for FY 2025-26. The report of the Statutory Auditors forms part of this Annual Report. Their report does not contain any qualification, reservation or adverse remark. The notes on financial statement are self-explanatory and do not call for any further comments. The Statutory Auditors of the Company have not reported any fraud in terms of the second proviso to Section 143(12) of the Act.

With reference to clause (i)(c) of Annexure "B" to the Independent Auditor's Report, the matter relates to a Karnataka land parcel for which the Company has paid an advance of ₹33 million and incurred construction expenditure of ₹435.53 million.

As on the date of this Report, the documentation and registration formalities for transfer of title are at an advanced stage, with the necessary approval from the jurisdictional Industrial Development Board in place. The Company is in possession of the land and holds ownership rights over the constructed assets under the contractual arrangements. The Board considers the remaining steps procedural and does not anticipate any material risk or impediment to transfer of title in the Company's name.

b. Secretarial Auditors and their report

The Company's Secretarial Auditors, M/s. P S Rao & Associates, Practising Company Secretaries were appointed as the Secretarial Auditors of the Company for a period of five consecutive financial years i.e., from 2025-26 to 2029-30. Accordingly, M/s. P. S. Rao & Associates, Practising Company Secretaries, will continue as the Secretarial Auditors of the Company till the financial year 2029-30. In this regard, the Company has received confirmation from the Auditors to the effect that their continuation as Secretarial Auditors would be in accordance with the provisions of Section 204 of the Companies Act, 2013.

The Secretarial Auditors Report issued by M/s.P S Rao & Associates, Practising Company Secretaries in Form MR-3 is annexed to this Board's Report as **Annexure - 4A**. The Secretarial Auditors' Report does not contain any qualification, reservation, observation or adverse remarks.

Annual Secretarial Compliance Report

The Company has undertaken an audit for the financial year 2025-26 for all applicable compliances as per Securities and Exchange Board of India Regulations and Circulars/Guidelines issued thereunder. The Annual Secretarial Compliance Report issued

by M/s. P. S. Rao & Associates, Company Secretaries has been submitted to the Stock Exchanges within the specified time and same is annexed herewith as **Annexure - 4B**.

c. Internal Auditor and their report

M/s. PricewaterhouseCoopers Private Limited was re-appointed as Internal Auditors of the Company for FY 2025-26.

The reports submitted by the Internal Auditors have been reviewed by the Audit Committee from time to time.

d. Cost Audit

Central Government has notified rules for Cost Audit and as per new Companies (Cost Records and Audit) Rules, 2014 issued by Ministry of Corporate Affairs. Your Company is not falling under the industries which will be subject to Cost Audit. Therefore, filing of cost audit report for FY 2025-26 is not applicable to the Company. The maintenance of cost records has been specified by the Central Government under Section 148(1) of the Companies Act, 2013 and the prescribed cost records have been made and maintained by the Company.

Vigil Mechanism / Whistle Blower Policy

The Board of Directors has adopted a Vigil Mechanism Policy. The Vigil Mechanism Policy aims for conducting the affairs of the Company in a fair and transparent manner by adopting the highest standards of professionalism, honesty, integrity and ethical behavior.

A mechanism has been established for stakeholders to report concerns about unethical behavior, actual or suspected fraud or violation of the Code of Conduct and Ethics. It also provides for adequate safeguards against the victimization of stakeholders who avail of the mechanism and allows direct access to the Chairperson of the audit committee in exceptional cases.

Employees have numerous ways to voice their concerns and are encouraged to report the same internally for resolution. The said Policy provides for adequate safeguards against retaliation and access to the Audit Committee. The policy is uploaded on the Company's website at <https://sailife.com/wp-content/uploads/2026/01/Whistle-Blower-Policy.pdf>

Prevention of Sexual Harassment at Workplace

The Company is committed to providing a safe and conducive work environment to all its employees and associates. The Company has a policy on Prevention of Sexual Harassment at Workplace in place, which is available on the Company website at <https://sailife.com/wp-content/uploads/2026/01/Anti-Sexual-Harassment-Policy.pdf>. The Company has constituted Internal Complaints Committee as per the Sexual Harassment of Women & Workplace (Prevention, Prohibition and Redressal) Act, 2013. During the year under review, one complaint was received and attended under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.

The Company regularly conducts awareness programs for its employees.

The following is a summary of sexual harassment complaints received and disposed of during the year:

Sl. No	Particulars	Status of the No. of complaints received and disposed off
1	Number of complaints received during the year	1
2	Number of complaints resolved during the year	1
3	Number of complaints pending for more than 90 days	0
4	Number of workshops or awareness programme against sexual harassment carried out	The Company regularly conducts necessary awareness programmes for its employees
5	Nature of action taken by the employer or district officer	The disciplinary action taken by the Committee

Maternity Benefit

The Company has duly complied with all provisions of the Maternity Benefit Act, 1961 and has extended all statutory benefits to eligible women employees during the year.

Secretarial Standards

The Company is in regular compliance of the applicable provisions of Secretarial Standards issued by the Institute of Company Secretaries of India.

Prevention of Insider Trading Code

The Company has adopted a Code of Conduct for Prevention of Insider Trading, in accordance with the requirements of Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations 2015, as amended from time to time.

The Company Secretary is the Compliance Officer for monitoring adherence to the said Regulations. The Code is displayed on the Company's website at: <https://sailife.com/wp-content/uploads/2026/01/SAI-LIFE-Insider-Trading-Policy.pdf>. During the year under review, there has been due compliance with the said code.

Management Discussion and Analysis

The Management Discussion and Analysis forms an integral part of this Report and provides details about the overall industry structure, developments, performance and state of affairs of the Company and other material developments during the financial year.

Business Responsibility and Sustainability (BRSR)

The SEBI Listing Regulations mandate the inclusion of the BRSR as part of the Annual Report for top 1000 listed entities based on market capitalization. In accordance with the SEBI Listing Regulations, the Business Responsibility and Sustainability Report for the financial year 2025-26 forms part of this Integrated Report, 2026

Cautionary Statement

Statements in this Report and the Management Discussion & Analysis Report describing the Company's objectives, expectations or forecasts may be forward-looking within the meaning of applicable laws and regulations. Actual results may differ from those expressed in the statements.

Corporate Governance Report

The Company is committed to maintaining the highest standards of Corporate Governance and adhere to the Corporate Governance requirements set out by the Securities and Exchange Board of India. The Report of Corporate Governance as stipulated under the SEBI Listing Regulations forms part of this Annual Report. A certificate from M/s. P S Rao & Associates, Practicing Company Secretaries, confirming compliance with corporate governance norms, as stipulated under the SEBI Listing Regulations, is annexed to the Corporate Governance Report.

CEO & CFO Certificate

In accordance with the provisions of Regulation 17(8) of the SEBI Listing Regulations, certificate of Chief Executive Officer and Chief Financial Officer in relation to the Financial Statements for the year ended March 31, 2026, is part of the Annual Report.

Details of Significant and Material Orders Passed by Regulators or Courts or Tribunals

During the year under review, there were no significant and material orders passed by regulators, courts or tribunals impacting the going concern status and the Company's operations in future.

Details of Application Made or Any Proceeding Pending Under the Insolvency and Bankruptcy Code, 2016 During the Year

The Company confirms that there has been no application or any proceedings pending under the Insolvency and Bankruptcy Code, 2016 ("the Code") during the year under review. The Company further confirms there are no past applications or proceeding under the Code.

Material Changes and Commitments Affecting the Financial Position Between the End of the Financial Year and Date of the Report

There are no material changes and commitments affecting the financial position of the Company which occurred between the Financial Year ended 31 March 2026 to which the Financial Statements relates and the date of signing of this report.

Risk Management

The Board had constituted the Risk Management Committee. The composition of Risk Management Committee is given in the Corporate Governance Report, forming part of the Annual Report. Further, pursuant to Section 134(3)(n) of the Act and Regulation 17(9) of SEBI Listing Regulations, the Company has formulated and adopted the Risk Management Policy inter-alia including the details/ process about identification of elements of risks of any, which in the opinion of the Board may threaten the existence of the Company.

The aforesaid Risk Management Policy establishes the philosophy of the Company towards risk identification, analysis and prioritization of risks, development of risk mitigation plans and reporting on the risk environment of the Company. This Risk Management Policy is applicable to all the functions, departments and geographical locations of the Company. The purpose of this policy is to define, design and implement a risk management framework across the Company to identify, assess, manage and monitor risks. Aligned to this, purpose is also to identify potential events that may affect the Company and manage the risk within the risk appetite and provide reasonable assurance regarding the achievement of the Company's objectives.

The Risk Management Policy is available on the website of the Company <https://sailife.com/wp-content/uploads/2026/01/Risk-Management-Policy.pdf>

Internal Financial Controls System and their Adequacy

The Company has laid down adequate internal financial controls commensurate with the scale, size and nature of the business of the Company. The Company has in place adequate policies and procedures for ensuring the orderly and effective control of its business, including adherence to the Company's policies, safeguarding its assets, prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial disclosures. Effectiveness of internal financial controls is ensured through management reviews of controls and independent testing by the internal auditor.

Internal Control Systems

The Company has established and maintained a framework of internal financial controls and compliance systems. Based on the same and the work performed by the internal auditors, statutory auditors and the reviews performed by Top Management team and the Audit Committee, your Directors are of the opinion that your Company's Internal Financial Controls were adequate and effective during the financial year 2025-26.

Further, the Statutory Auditors of your Company have also issued an attestation report on internal control over financial reporting (as defined in section 143 of Companies Act, 2013) for the financial year ended March 31, 2026, which forms part of the Statutory Auditors Report.

Insurance

All properties and insurable interests of the Company have been insured.

Health, Safety & Environment (HSE)

The Company considers Health, Safety and Environment (HSE) as an integral part of long-term business strategy and a driver for sustainable growth. We strive to ensure that our facilities are safe by design and are committed to protecting the environment and actively seek to identify means of minimizing water use, energy use, greenhouse gas emissions & waste generation.

Our R&D and manufacturing facility in India is certified for ISO 14001

- Environment management system standard and ISO 45001 - Occupational health & safety system standards ensuring our facility follows highest standard of HSE systems. The manufacturing facility is also certified for ISO 50001, Energy management standards driving the

energy conservation efforts. With continuing investment on building environment and safe practices, we have established state-of-the-art wastewater treatment facilities, containment capabilities, process safety, fire protection and emergency management at site. The implementation of these has ensured that we improve our environmental & safety performance through:

- Adherence to compliance requirement
- Water recycling & reuse
- Responsible disposal of waste diverting from landfills
- Reducing our energy consumption and emissions
- Process safety studies and risk assessment
- Equipment validation and personnel exposure monitoring
- Reduction of safety incidents

Our efforts to build safe and environment-friendly facilities were recognized through 5-star rating for EHS Excellence by CII, National Award for Energy Excellence by CII and GSK's Environmental Sustainability Supplier Award.

Sustainability:

Sustainability is an integral part of our business and decision-making framework. We are committed to conducting business in a way that it creates positive impact on all our stakeholders and the environment at large. We renewed our Sustainable Development Goals (SDG) charting out the roadmap to achieve specific environmental, social and governance (ESG) targets by the financial year ending March 31, 2027. We have joined the Science Based Targets initiative (SBTi), a global body enabling businesses to set ambitious emission reduction targets in line with the latest climate science. Accordingly, we have committed to set near-term company-wide emission reductions in line with climate science with the SBTi.

To drive our sustainability agenda, we became signatory to Ten principles of United Nations Global Compact (UNGC) on human rights, labor, environment and anti-corruption reinforcing the company's commitment to corporate responsibility and sustainability. We have strengthened our company's commitment to social accountability through the implementation of robust policies addressing labor and human rights.

The performances and initiatives against the three pillars of sustainability i.e., Environment, Social and Economic are highlighted in our Sustainability Report (latest being report of FY 2023-24) published annually. Our association with Pharmaceutical Supply Chain Initiatives (PSCI) as a member is helping us leverage the industry standards and best practices in the areas of sustainability. Our efforts towards improving sustainability practices are rewarded in EcoVadis assessment, the world's most trusted business sustainability rating where we achieved and sustained silver medal this year.

On every front, be it water management, cutting down on the usage of traditional modes of energy and replacing it with renewable sources, or increasing the Diversity, Equity and Inclusion (DEI) quotient at our workplaces, we are pushing the envelope to make the overall journey of drug discovery and development integrated with sustainability. We further intend to exemplify our sustainability progress and reinforce Sai Life Sciences' position as a frontrunner in the pursuit of environmentally conscious and socially responsible business practices.

Human Resources

The Company believes that the quality of its employees is the key to its success and is committed to providing necessary human resource development and training opportunities to equip employees with additional skills to enable them to adapt to contemporary technological advancements.

Industrial relations during the year continued to be cordial and the Company is committed to maintaining good industrial relations through effective communication, meetings and negotiation.

Other Disclosures

During the financial year under review:-

- The Company does not have any scheme of provision of money for the purchase of its own shares by employees or by trustees for the benefit of employees.
- Neither the Managing Director nor the Whole-time Directors of the Company receive any remuneration or commission from any of its subsidiaries.
- Except as disclosed in this report, there were no material changes and commitments which occurred after the close of the year till the date of this report, which may affect the financial position of the Company.
- There was no instance of one-time settlement with any Bank or Financial Institution.
- The Company does not have any shares in unclaimed suspense demat account.
- As the reports of the Statutory Auditor or Secretarial Auditor do not contain any qualification, reservation or adverse remarks or disclaimers in their respective reports, there is no requirement for any explanations or comments by the Board.

Acknowledgments

Your Directors wish to place on record the appreciation to Customers, Vendors, Central Government, State Governments and other regulatory bodies/ authorities, banks, business partners, Shareholders and Investors, medical practitioners and other stakeholders for the assistance, co-operation and encouragement extended to the Company. Your Directors also like to place on record the deep sense of appreciation to the employees for their contribution and services.

For and on behalf of the Board of Sai Life Sciences Limited

K. Ranga Raju

Chairman & Whole Time Director
DIN: 00043186

Krishnam Raju

Managing Director & CEO
DIN: 00064614

Place: Hyderabad
Date: 06 August, 2026

Annexure – 1

Form AOC-1

(Pursuant to first proviso to sub-section (3) of section 129 read with rule 5 of Companies (Accounts) Rules, 2014) Statement containing salient features of the financial statement of Subsidiaries/ Associate Companies/ Joint Ventures

Part-“A” – Subsidiaries

Sl.No	(₹ in Million)		
	1	2	3
CIN/any other registration number of subsidiary company	C21374-2004	U24290TG2019PTC136370	HRB 39826
Name of the Subsidiary Company	Sai Life Sciences Inc.	Sai Life Pharma Private Limited	Sai Life Sciences GmbH
Date since when subsidiary was acquired/ incorporated	August 10, 2004	October 25, 2019	December 06, 2021
Reporting period for the subsidiary concerned, if different from the holding company's reporting period	NA	NA	NA
Date of Investment in Subsidiary	August 10, 2004	October 25, 2019	December 06, 2021
Reporting currency and Exchange rate as on the last date of the relevant Financial year in the case of Foreign Subsidiary	1 USD = INR 94.84 (BS) 1 USD = INR 88.42 (P&L)	Not Applicable	1 Euro = INR 109.00 (BS) 1 Euro = INR 102.57 (P&L)
Share Capital	17.73	115.10	2.11
Reserves & Surplus	758.19	1.00	(14.24)
Total Assets	1517.26	124.40	2.54
Total Equity & Liabilities	1517.26	124.40	2.54
Investments	Nil	Nil	Nil
Turnover	1,303.22	32.52	53.05
Profit before Taxation	96.81	0.38	2.84
Provision for Taxation	25.81	0.09	-
Profit after Taxation	71.00	0.29	2.84
Proposed Dividend	Nil	Nil	Nil
% of Shareholding	100.00	100.00	100.00

Notes:

- Names of subsidiaries which are yet to commence operations: **Nil**
- Names of subsidiaries which have been liquidated or sold during the year: **Nil**

Part “B”: Associates & Joint Ventures

Statement pursuant to Section 129 (3) of the Companies Act, 2013 related to Associate Companies and Joint Ventures

Number of Associate / Joint Venture: NIL

	(₹ in Million)
1. Name of Associate / Joint Venture	-
2. Latest audited Balance Sheet Date	-
3. Date on which the Associate or Joint Venture was associated or acquired	-
4. Shares of Associate or Joint Ventures held by the company on the year end	-
A. Number	-
B. Amount of Investment in Associates / Joint Venture -	-
C. Extent of Holding (in percentage) -	-
5. Description of how there is significant influence	-
6. Reason why the associate/joint venture is not consolidated	-
7. Net worth Attributable to shareholding as per latest audited Balance Sheet	-
8. Profit / Loss for the year	-
A. Considered in Consolidation	-
B. Not Considered in Consolidation	-

- Names of associates or joint ventures which are yet to commence operations - **Nil**
- Names of associates or joint ventures which have been liquidated or sold during the year- **Nil**

For and on behalf of
M/s Deloitte Haskins & Sells LLP
Chartered Accountants

For and on behalf of the Board of
Sai Life Sciences Limited

Sd/-
Sathya P. Koushik
Partner
Membership No: 206920

K Ranga Raju
Chairman & Whole Time Director
DIN: 00043186

Krishnam Raju
Managing Director & CEO
DIN: 00064614

Place: Hyderabad
Date: 06 August, 2026

Sivaramakrishnan Chittor
Whole Time Director &
Chief Financial Officer
DIN: 01092158

Runa Karan
Company Secretary & Compliance Officer
M.No. A13721

Annexure-2

Form AOC-2

(Pursuant to clause (h) of sub-section (3) of Section 134 of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014)

Disclosure of particulars of contracts/arrangements entered into by the Company with related parties referred to in Sub Section (1) of Section 188 of the Companies Act, 2013 including certain arm's-length transactions under third proviso thereto.

- There are no contracts/arrangements entered into by the company with related parties referred to in Sub-Section (1) of Section 188 of the Companies Act, 2013 which are not at arm's-length basis.
- Contracts/arrangements entered into by the Company with related parties referred to in Sub-Section (1) of Section 188 of the Companies Act, 2013 which are at arm's-length basis:

(₹ in million)					
Name(s) of the related party and nature of relationship	Nature of contracts/ arrangements / transactions	Duration of the contracts / arrangements/ transactions	Salient terms of the contracts or arrangements or transactions including the value, if any	Date(s) of approval by the Board, if any	Amount paid as advances, if any
Sai Life Sciences Inc, USA (Wholly-Owned Subsidiary)	Marketing Support services	Ongoing	754.42	05/02/2026	Nil
Sai Life Sciences Inc, USA (Wholly-Owned Subsidiary)	Purchase of Lab consumables from Holding Company	Ongoing	116.10	05/02/2026	Nil
Sai Life Sciences Inc, USA (Wholly-Owned Subsidiary)	Research Services	Ongoing	40.64	05/02/2026	Nil
Sai Life Pharma Private Limited (Wholly-Owned Subsidiary)	Payment of Lease Rents	Ongoing	1.42	05/02/2026	Nil
Sai Life Pharma Private Limited (Wholly-Owned Subsidiary)	Resource support Charges	Ongoing	31.08	05/02/2026	Nil
Sai Life Sciences GmbH (Wholly-Owned Subsidiary)	Marketing support services	Ongoing	53.05	05/02/2026	Nil
Dr K Ranga Raju (Whole-Time Director)	Managerial Remuneration	Ongoing	31.56	05/02/2026	Nil
K Krishnam Raju (Managing Director)	Managerial Remuneration	Ongoing	130.77	05/02/2026	Nil
Sudha Kanumuri (Relative to KMP)	Remuneration	Ongoing	1.67	05/02/2026	Nil
Akhil Kanumuri (Relative to KMP)	Remuneration	Ongoing	1.00	05/02/2026	Nil
Ramesh Ganesh Iyer (Independent Director)	Commission & Sitting fees	Ongoing	4.8	21/05/2024	Nil
Suchita Sharma (Independent Woman Director)	Commission & Sitting fees	Ongoing	4.75	10/06/2024	Nil
Dinesh Vinoobhai Patel (Independent Director)	Commission & Sitting fees	Ongoing	4.79	24/03/2025	Nil

For and on behalf of the Board

Sai Life Sciences Limited

K. Ranga Raju

Chairman & Whole Time Director
DIN: 00043186

Krishnam Raju

Managing Director & CEO
DIN: 00064614

Place: Hyderabad

Date: 06 August, 2026

Annexure-3

Annual Report on Corporate Social Responsibility (CSR) activities for the financial year 2025-26

1. Brief outline on CSR Policy of the Company:

The CSR Policy of Sai Life Sciences Limited provides the framework for undertaking Corporate Social Responsibility activities in accordance with Section 135 of the Companies Act, 2013 and the applicable CSR Rules. The Policy aims to contribute towards sustainable socio-economic development and community welfare through initiatives undertaken in areas specified under Schedule VII of the Companies Act, 2013. The CSR and Sustainability Committee ("CSR Committee") oversees the Company's CSR programmes, recommends the annual action plan and monitors implementation of approved projects. CSR activities are undertaken either directly by the Company or through eligible implementing agencies in compliance with applicable laws and regulatory requirements.

2. Composition of CSR Committee:

Sr. No.	Name of Director	Designation/Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1.	Suchita Sharma	Chairman - Independent Woman Director	2	2
2.	Ramesh Ganesh Iyer	Member - Independent Director	2	2
3.	Dinesh V Patel	Member - Independent Director	2	2
4.	Krishna Kanumuri	Member - Executive Director	2	2
5.	Sivaramakrishnan Chittor	Member - Executive Director	NA	NA

3. Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the board are disclosed on the website of the company:

Composition of CSR committee: <https://sailife.com/wp-content/uploads/2026/07/Committees-of-the-Board.pdf>

CSR Policy: <https://sailife.com/wp-content/uploads/2026/07/Corporate-Social-Responsibility-and-Sustainability-Policy.pdf>

CSR projects approved by the board: https://sailife.com/wp-content/uploads/2026/07/CSR-projects-approved-by-the-board_FY-2025-26.pdf

4. Provide the executive summary along with web-link(s) of Impact Assessment of CSR Projects carried out in pursuance of sub-rule (3) of rule 8, if applicable. : Not applicable to the Company.

5. (a) Average net profit of the company as per sub-section (5) of section 135.

Financial Year	Amount in Rs.
2022-23	34,40,59,000
2023-24	1,30,42,70,000
2024-25	2,64,08,50,000
Total	4,28,91,79,000
Average	1,42,97,26,333

(b) Two percent of average net profit of the company as per section 135(5): Rs. 2,85,94,527

(c) Surplus arising out of the CSR projects or programs or activities of the previous financial years: Nil

(d) Amount required to be set-off for the financial year, if any: Nil

(e) Total CSR obligation for the financial year [(b)+(c)-(d)]: Rs. 2,85,94,527

6. (a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project).

Details of CSR amount spent against ongoing projects for the financial year:

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sl. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Project Duration	Amount allocated for the project (in ₹)	Amount spent in the current financial year (in ₹)	Amount transferred to Unspent CSR Account for the project as per Section 135(6) (in ₹)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR Registration number
Nil												

Details of CSR amount spent against other than ongoing projects for the financial year:

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl .No	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in Rs.)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration number
1	Ch Venkatalaxmi through Vidya Volunteers	ii. Promoting education	Yes	Telangana	Sangareddy	52,000	Yes	-	-
2	M Anitha kumari through Vidya Volunteers	ii. Promoting education	Yes	Telangana	Sangareddy	58,000	Yes	-	-
3	Peddada Soujanya Devi through Vidya Volunteers	ii. Promoting education	Yes	Telangana	Sangareddy	63,000	Yes	-	-
4	School management committee Kolthur through Vidya Volunteers	ii. Promoting education	Yes	Telangana	Medchal-Malkajgiri	93,780	Yes	-	-
5	Smc convenor A.Bhagyamani & SMC chairman J Balnarsimha through Vidya Volunteers	ii. Promoting education	Yes	Telangana	Medchal-Malkajgiri	67,575	Yes	-	-
6	Janyaa Lab in a Box (JLIB) program	ii. Promoting education	Yes	Telangana	Medchal-Malkajgiri & Siddipet	26,45,560	No	Janyaa foundation	CSR00003041
7	CSR Skilling Program	ii. Promoting education (Livelihood development)	Yes	Telangana	Medchal-Malkajgiri	15,75,000	No	KKR Foundation	CSR00105652
8	Career Development Program	ii. Promoting education (enhancing vocational skills)	Yes	Telangana	Medchal & Hyderabad	17,62,000	No	NIIT foundation	CSR00000621
9	Psychiatry at your Doorstep program	i. Promoting health care including preventive health care	Yes	Telangana	Hyderabad, Medchal -Malkajgiri	23,88,500	No	Roshini Trust	CSR00000664
10	Wild life - plantation and animal welfare & agricultural development	iv. Promoting environmental sustainability, ecological balance - Conservation of natural resources and maintaining good quality of soil, air and water	Yes	Telangana	Hyderabad	3,29,011	No	Rudra Wildlife Foundation	CSR00105714
11	CSA & Life Skill Education Projects at Schools	ii. Promoting education (enhancing vocational skills)	Yes	Telangana	Hyderabad	5,75,700	No	Sankalp	CSR00004464
12	Stepwell Program, Amphitreatre, Restoration of Kudikunta lake	iv. Promoting environmental sustainability, ecological balance	Yes	Telangana	Hyderabad	78,27,014	No	Society for Advancement of Human Endeavor (SAHE)	CSR00003786
13	Child care support for cancer treatment	i. Promoting health care including preventive health care	Yes	Telangana	Hyderabad	7,91,488	No	St. Jude India ChildCare Centres	CSR00001026
14	Skill development training program	ii. Promoting education (enhancing vocational skills)	Yes	Telangana	Hyderabad	36,20,623	No	Udyogwardhini Shikshan Sanstha	CSR00006418
15	Single-Use-Plastic-Free Karnataka campaign	iv. Promoting Environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining good quality of soil, air and water	No	Karnataka	Bangalore	2,00,070	No	Utkarsh Global Foundation	CSR00003183

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sl No	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (in Rs.)	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District			Name	CSR Registration number
16	Sponsorship for cancer child patients	i. Promoting health care including preventive health care	Yes	Telangana	Hyderabad	50,000	No	Cure Foundation	CSR00021698
17	Pustakaar Against Libraries & reading programs at govt schools	ii. Promoting education	Yes	Telangana	Hyderabad	5,00,000	No	Ansh Foundation	CSR00004824
18	Children Welfare	ii. Livelihood enhancement projects	No	Karnataka	Mysuru	5,00,000	No	Divya Deepa Charitable Trust	CSR00010683
19	English Literacy Programme	ii. Promoting education	No	Tamil Nadu	Nagapattinam	1,34,815	No	Leap For Word	CSR00001037
20	Value Education programme	i. Promoting health care including preventive health care	No	Karnataka	Bangalore	1,00,000	No	Enfold Proactive Health Trust	CSR00011311
21	Digital Inclusion of Young Aspirants (Jobseekers)	ii. Promoting education, including special education and employment enhancing vocation skills	No	West Bengal	Kolkata	5,00,000	No	Anudip Foundation for Social Welfare	CSR00000060
22	Laptops Contributed under CSR Activity - Medchal Government Boys school	ii. Promoting education	Yes	Telangana	Medchal-Malkajgiri	1,29,800	Yes	-	-
23	Contribution towards vehicles - Bidar Dist Police Station	Viii. Contribution to State Govt. for Socio Economic Development	No	Karnataka	Bidar	7,22,140	Yes	-	-
24	Contribution for construction - Genome Valley Police Station	Viii. Contribution to State Govt. for Socio Economic Development	Yes	Telangana	Medchal-Malkajgiri	25,00,000	Yes	-	-
Total						2,71,86,076			

- b) Amount spent in Administrative Overheads: ₹ 14,08,451
- c) Amount spent on Impact Assessment, if applicable: ₹ Nil
- d) Total amount spent for the Financial Year [(a)+(b)+(c)]: ₹ 2,85,94,527
- e) CSR amount spent or unspent for the financial year: Nil

Total Amount Spent for the Financial Year (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per section 135(6)		Amount transferred to any fund specified under Schedule VII as per second proviso to section 135(5)		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
2,85,94,527			-		

- f) Excess amount for set-off, if any:

Sl. No.	Particular	Amount (in ₹)
(i)	Two percent of average net profit of the company as per section 135(5)	2,85,94,527
(ii)	Total amount spent for the financial year	2,85,94,527
(iii)	Excess amount spent for the financial year [(ii)-(i)]	Nil
(iv)	Surplus arising out of the CSR projects or programs or activities of the previous financial years, if any	Nil
(v)	Amount available for set-off in succeeding financial years [(iii)-(iv)]	Nil

7. Details of Unspent Corporate Social Responsibility amount for the preceding three Financial Years – Not Applicable

Sl. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under subsection (6) of section 135 (in Rs.)	Balance Amount in Unspent CSR Account under subsection (6) of Section 135 (in Rs.)	Amount spent in the reporting Financial Year (in Rs.)	Amount transferred to any fund specified under Schedule VII as per second proviso to subsection (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years (in Rs.)	Deficiency, if any
					Amount (in Rs.)	Date of transfer		
1	FY-1							
2	FY-2							
3	FY-3							
	Total							

Not Applicable

8. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year No

If Yes, enter the number of Capital assets created/acquired: Not Applicable

Furnish the details relating to such asset(s) so created or acquired through Corporate Social Responsibility amount spent in the Financial Year:

Sl. No.	Short particulars of the property or asset(s) [including complete address and location of the property]	Pincode of the property or asset(s)	Date of creation	Amount of CSR amount spent	Details of entity/ Authority/ beneficiary of the registered owner		
(1)	(2)	(3)	(4)	(5)	(6)		
					CSR Registration Number, if applicable	Name	Registered address
	Nil	Nil	Nil	Nil	Nil	Nil	Nil

9. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per section 135(5) Not ApplicableFor and on behalf of the Board of
Sai Life Sciences LimitedPlace: Hyderabad
Date: 06 August, 2026**Krishnam Raju**
Managing Director & CEO
DIN: 00064614**Suchita Sharma**
Chairman - CSR Committee
DIN: 10656028

Annexure - 4A

Secretarial Audit Report

For the Financial Year Ended March 31, 2026

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

To
The Members,
SAI LIFE SCIENCES LIMITED,
Hyderabad.

We have conducted the Secretarial Audit of the compliance of the applicable statutory provisions and the adherence to good corporate practices by **Sai Life Sciences Limited** (hereinafter referred to as “the Company”). The Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing our opinion thereon.

Based on our verification of the Company’s books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of the Secretarial Audit, we hereby report that, in our opinion, the Company has, during the audit period covering the financial year ended **March 31, 2026**, complied with the statutory provisions listed hereunder and also that the Company has proper board processes and compliance mechanisms in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company according to the provisions of:

- (i) The Companies Act, 2013 (“the Act”) (applicable sections as on date) and the rules made thereunder;
- (ii) The Securities Contracts (Regulation) Act, 1956 (“SCRA”) and the rules made thereunder;
- (iii) The Depositories Act, 1996 and the regulations and bye-laws framed by the Securities and Exchange Board of India (“SEBI”) thereunder;
- (iv) The Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder, to the extent of Foreign Direct Investment and Overseas Direct Investment;
- (v) The following regulations and guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (“SEBI Act”):
 - a. The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
 - b. The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;
 - c. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (“Listing Regulations”);
 - d. The Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
 - e. The Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018;
 - f. The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;
 - g. The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- (vi) Provisions of the following regulations and guidelines prescribed under the Securities and Exchange Board of India Act, 1992 (“SEBI Act”) were not applicable to the Company during the Financial Year under review:
 - a. The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; and
 - b. The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021.
- (vii) The industry specific laws that are applicable to the Company are as follows:
 - a. Drugs and Cosmetics Act, 1940;
 - b. Drugs Price Control Order, 2013 and notifications made thereunder;
 - c. The Electricity Act, 2003;
 - d. The Indian Boilers Act, 1923;
 - e. Narcotic Drugs and Psychotropic Substances Act, 1985;
 - f. The Central Electricity Authority (Measures relating to Safety and Electric Supply) Regulations, 2010;
 - g. The Central Electricity Authority (Safety Requirements for Construction, Operation and Maintenance of Electrical Plants and Electric Lines) Regulations 2011;
 - h. The Water (Prevention and Control of Pollution) Act, 1974;
 - i. The Air (Prevention and Control of Pollution) Act, 1981;
 - j. The Hazardous Wastes (Management, Handling and Trans boundary Movement) Rules, 2008;

- k. The Environment Protection Act, 1986;
- l. The Public Liability Insurance Act 1991;
- m. The Petroleum Act, 1934 and Rules -2002;
- n. The Factories Act, 1948;
- o. The Standards of Weights and Measures Act, 1976;

by The Institute of Company Secretaries of India and notified by the Ministry of Corporate Affairs.

We report that, during the period under review, the Company has duly complied with the provisions of the Companies Act, 2013, the regulations of SEBI and other Acts, as specified above, applicable to the industry of the Company.

We further report that:

The Board of Directors of the Company is duly constituted with a proper balance of Executive Directors, Non-Executive Directors and Independent Directors. During the period under review, the following changes took place in the composition of the Board of Directors:

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

- (i) Secretarial Standards SS-1 and SS-2 with respect to meetings of the Board of Directors and General Meetings, respectively, issued

Sl. No.	Name of the Director	Appointment/ Cessation/ Reappointment	Our Comments
1	Sivaramakrishnan Chittor	Appointment	Appointed as an Additional Director & Whole-Time Director w.e.f. April 28, 2025 by Board and the same has been approved by shareholders vide resolution dated June 16, 2025 for a period of 5 Years (thru Postal Ballot).
2	Dinesh Vinoobhai Patel	Appointment	Appointed as an Independent Director w.e.f. March 24, 2025 for a period of 5 years vide Shareholders Resolution dated June 16, 2025.
3	Krishna Kanumuri	Re-appointment	Reappointed as the Managing Director and Chief Executive officer (CEO) w.e.f. September 01, 2025 for a period of 5 years vide AGM resolution dated September 11, 2025.
4	Ranga Raju Kanumuri	Re-appointment	Reappointed as a director at 26 th AGM held on September 11, 2025 upon the retirement by rotation in accordance with the provisions of section 152 of the Act

Adequate notice was given to all the directors to schedule the Board Meetings. Agenda and detailed notes on agenda were sent at least seven days in advance and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

We further report that during the period under review

- a) based on our verifications and the declarations received from the respective directors, the directors are not disqualified to act as such under the provisions of the Companies Act, Orders/ Circulars/ Regulations issued by SEBI or such other acts for the time being enforceable.
- b) no prosecutions were initiated and no fines or penalties were imposed during the year under the Companies Act, the SEBI Act, the SCRA or other SEBI Regulations on the Company or its directors and officers.
- c) there are adequate systems and processes in the Company, commensurate with the size and operations of the Company, to monitor and ensure compliance with applicable laws, rules, regulations and guidelines.

We further report that during the year under review, the Company has granted 2,05,000 Employee Stock Options (ESOPs) under "Management ESOP Scheme, 2018".

We further report that during the year under review, the Company has allotted 33,64,845 Equity Shares of ₹1/- each upon exercise of 2,71,493 Options at an exercise price of ₹188.90 per option and 25,000 Options at an exercise price of ₹28.40 per option under "ESOP Scheme, 2008" and 12,34,974 Options at an exercise price of ₹127.30 per option and 18,33,378 Options at an exercise price of ₹23.30 per option under "Management ESOP Scheme, 2018".

We further report that in terms of provisions of section 135 of the Act, the Company has spent ₹285.94 lakhs as against the amount of ₹285.94 lakhs required to be spent for the year.

For P.S. Rao & Associates
Company Secretaries

CS P.S. RAO
FCS No. 10322
C.P. No. 3829

Date: 06 August, 2026
Place: Hyderabad

UDIN: F010322H001023752
PEER REVIEW NO. 6678/2025

Note: This report is to be read with our letter of even date which is annexed as 'Annexure A' and forms an integral part of this report.

Annexure A'

To,
The Members,
Sai Life Sciences Limited
Hyderabad

Our report of even date is to be read along with this letter.

1. Maintenance of Secretarial records is the responsibility of the management of the Company. Our responsibility is to express an opinion on these Secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of the contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in the Secretarial records. We believe that the processes and practices we followed provide a reasonable basis for our opinion.
3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.
4. Wherever required, we have obtained Management representation about the compliance of laws, rules and regulations and happening of events, etc.
5. The compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of the management. Our examination was limited to the verification of procedures on test basis.
6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.
7. We have relied on the information/ documents received from the respective officials of the Company for forming our opinion and for eventual reporting thereof.

For P.S. Rao & Associates

Company Secretaries

CS P.S. RAO

FCS No. 10322

C.P. No. 3829

UDIN: F010322H001023752

PEER REVIEW NO. 6678/2025

Date: 06 August, 2026

Place: Hyderabad

Annexure - 4B

Annual Secretarial Compliance Report

of Sai Life Sciences Limited

for the year ended 31st March 2026

We **P. S. Rao & Associates** have examined:

- (a) All the documents and records made available to us and explanation provided by **SAI LIFE SCIENCES LIMITED** ("the listed entity"),
- (b) The filings/ submissions made by the listed entity to the stock exchanges,
- (c) Website of the listed entity,
- (d) Any other document/ filing, as may be relevant, which has been relied upon to make this report,

for the financial year ended **31st March, 2026** ("Review Period") in respect of compliance with the provisions of:

- (a) The Securities and Exchange Board of India Act, 1992 ("SEBI Act") and the Regulations, circulars, guidelines issued thereunder; and
- (b) The Securities Contracts (Regulation) Act, 1956 ("SCRA"), rules made thereunder and the Regulations, circulars, guidelines issued thereunder by the Securities and Exchange Board of India ("SEBI");

The specific Regulations, whose provisions and the circulars/ guidelines issued thereunder, have been examined, include: -

- (a) SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015;
- (b) SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018;
- (c) SEBI (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;
- (d) SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021;
- (e) SEBI (Buyback of Securities) Regulations, 2018; - Not Applicable to the listed entity for the audit period.
- (f) SEBI (Issue and Listing of Non-Convertible Securities) Regulations, 2021; - Not Applicable to the listed entity for the audit period.
- (g) SEBI (Prohibition of Insider Trading) Regulations, 2015;
- (h) The Depositories Act, 1996
- (i) SEBI (Depositories and Participants) Regulations, 2018.

and based on the above examination, we hereby report that, during the Review Period:

- (a) The listed entity has complied with the provisions of the above Regulations and circulars/ guidelines issued thereunder, except in respect of matters specified below:

Sr. No.	1
Compliance Requirement (Regulations/ circulars/ guidelines including specific clause)	Pre Clearance to be obtained by Designated Persons before dealing in the securities of the Company as per SEBI (Prohibition of Insider Trading) Regulations, 2015.
Regulation/ Circular No.	PIT-Code of Conduct
Deviations	Execution of trades by four designated persons without obtaining valid pre-clearances in violation of Company's Code of Conduct under the PIT Regulations.
Action Taken by	The Company
Type of Action	Imposed Penalty as per the Company's Code of Conduct
Details of Violation	Four Designated Persons have executed trades without obtaining valid pre-clearances in violation of Company's Code of Conduct under the PIT Regulations.
Fine Amount	Upon reviewing the violations, the Audit Committee has levied a penalty of ₹11,11,421/- on four designated persons and directed the Compliance Officer to issue warning emails to the respective persons conveying them hereinafter strictly to comply with the provisions of Company's Code of Conduct strictly. The penalty amount has been deposited with SEBI IPEF on 25-05-2026.
Observations/ Remarks of the Practicing Company Secretary	We have observed that four Designated Persons have executed trades/ pledge without obtaining valid pre-clearances in violation of Company's Code of Conduct under the PIT Regulations.
Management Response	A software monitoring system has been implemented to monitor the trades of designated persons as part of strict compliance with the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015 and Code of Conduct of the Company.
Remarks	The Company should undertake weekly monitoring of all transactions carried out by Designated Persons. Further, periodic familiarization programmes on the PIT Regulations and the Company's Code of Conduct should be conducted for Designated Persons and connected persons to mitigate risks of oversight and non-compliances.

(b) The listed entity has taken the following actions to comply with the observations made in previous reports:

Particulars	Observations/ Clarifications
Observations/ Remarks of the Practicing Company Secretary (PCS) in the previous reports))	Profits from contra trade credited to the IPEF. Appropriate disclosures subsequently made. SDD system implemented from December 27, 2024
Observations made in the Secretarial Compliance report for the year ended 2025	Profits from contra trade credited to the IPEF. Appropriate disclosures subsequently made. SDD system implemented from December 27, 2024
Compliance Requirement (Regulations/circulars/ guidelines including specific clause	SEBI (PIT) Regulations, 2015 and Circulars issued thereunder and Code of Conduct of the Company 10 th July, 2025.
Details of violation /Deviations and actions taken / penalty imposed, if any, on the listed entity	During the Quarter Ended December 31, 2024: Failure to disclose complete details of demat accounts, specifically the demat account with DPID – IN302902 & CL ID – 48664876 Failure to obtain pre-clearance for a trade involving the purchase of more than 1,000 equity shares of the Company on December 19, 2024 Violation of the Code with a contra trade in the Company's securities between December 19, 2024 and December 27, 2024, in contravention of the restrictions Failure to disclose details of securities traded exceeding 1 million in value during the calendar quarter (September – December 2024) The company could not implement SDD (Structured Digital Database) prior to its listing, which resulted in delay in intimation to the Stock Exchange relating to certain sale transactions under the PIT Regulation during the quarter ended on March 31, 2025 Execution of Contra Trade in violation of the Code
Remedial actions, if any, taken by the listed entity	Corrective actions taken and system compliance now established.
Comments of the PCS on the Actions taken by the listed entity	The Company has complied with the observations raised by the PCS in his previous report and also implemented a software system to monitor the trades by designated persons on weekly basis.

I. We hereby report that, during the review period the compliance status of the listed entity is appended as below:

Sr. No.	Particulars	Compliance status (Yes/No/ NA)	Observations/ Remarks by PCS
1.	Secretarial Standards: The compliances of the listed entity are in accordance with the applicable Secretarial Standards (SS) issued by the Institute of Company Secretaries of India (ICSI).	YES	NIL
2.	Adoption and timely updation of the Policies: ? All applicable policies under SEBI Regulations are adopted with the approval of board of directors of the listed entities ? All the policies are in conformity with SEBI Regulations and have been reviewed & updated on time, as per the regulations/ circulars/ guidelines issued by SEBI.	YES	NIL
3.	Maintenance and disclosures on Website: ? The Listed entity is maintaining a functional website. ? Timely dissemination of the documents/ information under a separate section on the website. ? Web-links provided in annual corporate governance reports under Regulation 27(2) are accurate and specific which re- directs to the relevant document(s)/ section of the website.	YES	NIL
4.	Disqualification of Director: None of the Director(s) of the Company is/ are disqualified under Section 164 of Companies Act, 2013 as confirmed by the listed entity.	YES	NIL
5.	Details related to Subsidiaries of listed entities have been examined w.r.t.: (a) Identification of material subsidiary companies. (b) Disclosure requirement of material as well as other subsidiaries.	YES	NIL
6.	Preservation of Documents: The listed entity is preserving and maintaining records as prescribed under SEBI Regulations and disposal of records as per Policy of Preservation of Documents and Archival policy prescribed under SEBI LODR Regulations, 2015.	YES	NIL

Sr. No.	Particulars	Compliance status (Yes/No/ NA)	Observations/ Remarks by PCS
7.	Performance Evaluation: The listed entity has conducted performance evaluation of the Board, Independent Directors and the Committees at the start of every financial year/during the financial year as prescribed in SEBI Regulations.	YES	NIL
8.	Related Party Transactions: (a) The listed entity has obtained prior approval of Audit Committee for all related party transactions; or (b) The listed entity has provided detailed reasons along with confirmation whether the transactions were subsequently approved/ ratified/ rejected by the Audit Committee, in case no prior approval has been obtained.	YES	NIL
9.	Disclosure of events or information: The listed entity has provided all the required disclosure(s) under Regulation 30 along with Schedule III of SEBI LODR Regulations, 2015 within the time limits prescribed thereunder.	YES	NIL
10.	Prohibition of Insider Trading: The listed entity is in compliance with Regulation 3(5) & 3(6) SEBI (Prohibition of Insider Trading) Regulations, 2015.	YES	NIL
11.	Actions taken by SEBI or Stock Exchange(s), if any: No action(s) has been taken against the listed entity/ its promoters/ directors/ subsidiaries either by SEBI or by Stock Exchanges (including under the Standard Operating Procedures issued by SEBI through various circulars) under SEBI Regulations and circulars/ guidelines issued thereunder except as provided under separate paragraph herein.	YES	NIL
12.	Resignation of statutory auditors from the listed entity or its material subsidiaries: In case of resignation of statutory auditor from the listed entity or any of its material subsidiaries during the financial year, the listed entity and / or its material subsidiary(ies) has / have complied with paragraph 6.1 and 6.2 of section V-D of chapter V of the Master Circular on compliance with the provisions of the LODR Regulations by listed entities.	NA	NIL
13.	Additional non-compliances, if any: No additional non-compliance observed for any SEBI regulation/ circular/ guidance note etc.	YES	NIL

We further, report that the listed entity is in compliance with the disclosure requirements of Employee Benefit Scheme Documents in terms of regulation 46(2) (za) of the LODR Regulations.

Assumptions & Limitation of scope and Review:

1. Compliance of the applicable laws and ensuring the authenticity of documents and information furnished, are the responsibilities of the management of the listed entity.
2. Our responsibility is to report based upon our examination of relevant documents and information. This is neither an audit nor an expression of opinion.
3. We have not verified the correctness and appropriateness of financial Records and Books of Accounts of the listed entity.
4. This Report is solely for the intended purpose of compliance in terms of Regulation 24A (2) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and is neither an assurance as to the future viability of the listed entity nor of the efficacy or effectiveness with which the management has conducted the affairs of the listed entity.

For P.S. Rao & Associates
Company Secretaries

CS P.S. RAO

FCS No. 10322

C.P. No. 3829

UDIN: F010322H000489306

PEER REVIEW NO. 6678/2025

Date: 26 May, 2026

Place: Hyderabad

Annexure-5

Particulars of employees pursuant to Section 134 (3) (q) and Section 197 (12) of the Companies Act, 2013 read with Rule 5 (1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014 forming part of the Directors' Report for the year ended March 31, 2026.

Sl. No.	Requirements of Rule 5 (1)	Details
1.	Ratio of remuneration of each director to the median remuneration of the employees of the Company for the financial year 2025-26.	Dr. K Ranga Raju 37.42 Mr. K. Krishnam Raju 231.25 Mr. Sivaramakrishnan Chittor 52.21
2.	The percentage increase in remuneration of each Director, Chief Financial Officer, Chief Executive Officer, Company Secretary and Manager, if any, in the financial year 2025-26	DIRECTORS Dr. K Ranga Raju 6.65% Mr. K. Krishnam Raju 124.24% COMPANY SECRETARY Ms. Runa Karan 8.00% WHOLE-TIME DIRECTOR & CFO Mr. Sivaramakrishnan Chittor 7.00%
3.	The percentage increase in the median remuneration of employees in the financial year 2025-26	14.00%
4.	The number of permanent employees on the rolls of the Company as on March 31, 2026	3,806
5.	Average percentile increases already made in the salaries of employees other than the managerial personnel in the last financial year and its comparison with the percentile increase in the managerial remuneration and justification thereof and point out if there are any exceptional circumstances for increase in the managerial remuneration.	Average percentage increase in salaries of employees other than the managerial personnel in the last financial year is 11.14%. At senior leadership, variable pay forms a significant part of the compensation. The increase in remuneration of the Managing Director is due to increase in variable pay which is linked with the Net Profit of the Company
6.	Affirmation that the remuneration is as per the Remuneration Policy of the Company	Remuneration paid during the year ended March 31, 2026 is as per the remuneration policy of the Company.

The statement containing particulars of the top ten employees in terms of remuneration drawn along with their names and other details as required under section 197(12) of the Companies Act, 2013 read with Rule 5(2) & (3) of the Companies [Appointment and Remuneration of Managerial Personnel] Rules, 2014 is open for inspection at the Registered Office of the Company during business hours on working days of the Company up to the date of the forthcoming Annual General Meeting. Any shareholder interested in obtaining a copy of the same may write an email at investors@sailife.com.

For and on behalf of the Board

Sai Life Sciences Limited

K. Ranga Raju

Chairman & Whole Time Director
DIN: 00043186

Krishnam Raju

Managing Director & CEO
DIN: 00064614

Place: Hyderabad

Date: 06 August, 2026

Annexure - 6

Information under Section 134(3)(m) of the Companies Act, 2013 read with Rule 8 (3) of the Companies (Accounts) Rules, 2014 and forming part of the Directors' Report

Information required under the Companies (Disclosure of Particulars in the Report of Board of Directors) Rules, 1988.

A. Conservation of Energy

(i) the steps taken or impact on conservation of energy	The Company continued periodic internal audits of all installations to identify and implement opportunities for energy conservation and operational efficiency improvement. During the year, the following initiatives were undertaken towards conservation of energy:
	(i) Implemented an interlock system between chillers, cooling towers and pumps in the HVAC system, enabling optimized operation and reducing energy consumption.
	(ii) Optimized the chilled water system in Biology Phase-I and Phase-II facilities, resulting in the operation of a single chiller instead of two chillers, thereby achieving significant energy savings.
	(iii) Installed an Automatic Tube Cleaning System (ATCS) for chillers in the HVAC system to improve heat transfer efficiency, reduce power consumption and enhance overall chiller performance. These measures contributed to improved energy efficiency, reduced electricity consumption and optimized utility operations across the facilities.
(ii) the steps taken by the company for utilizing alternate sources of energy.	We are utilizing renewable energy as an alternative power source, with 80% of the total power consumption across all sites coming from renewable energy. The manufacturing facility at Bidar (Unit IV) has achieved 100% renewable energy utilization during FY 2025-26
(iii) the capital investment on energy conservation equipment	Not applicable

Form -A

Form for disclosure of particulars with respect to conservation of energy:

A. Power and Fuel Consumption:

S. No.	Particulars	Year ended 31 st March 2026	Year ended 31 st March 2025
1	Electricity		
	a) Purchased		
	Units (KWH)	6,13,53,892	4,89,07,786
	Total amount (₹)	48,22,94,087	37,70,65,169
	Rate per unit - (₹)	7.86	7.71
	(b) Own generation		
	Through diesel generator		
	Units (No's)	6,96,729	7,14,336
	Units per Ltr. of oil	3.03	3.04
	Cost/Unit (₹)	30.67	36.43
2	Coal		
	Quantity (tonnes)	7,439	6,374
	Total Cost (₹)	7,05,47,924	6,42,06,406
	Average rate per tonne (₹)	9,483	10,074
3	Furnace Oil		
	Quantity -KL	230	223
	Total cost (₹)	1,07,20,468	1,16,07,638
	Average rate per KL (₹)	46,710	52,037

B. Consumption per Unit of Production

Products	Since the company manufactures different types of active pharmaceutical ingredients and intermediates, R&D Services and Custom Synthesis it is not practicable to give consumption per unit of production
Electricity (Units)	
Coal	
Others (Specify)	

Form- B

Form of disclosure of particulars with respect to Technology Absorption.

Technology Absorption, Adaptation and Innovation

The Company is engaged in providing CRDMO services to its innovator clients, therefore there is no technology acquired or imported from such customers. In view of the above, the following disclosures as prescribed under Rule 8 of The Companies (Accounts) Rules, 2014 are not applicable:

- (i) the efforts made towards technology absorption;
- (ii) the benefits derived like product improvement, cost reduction, product development or import substitution;
- (iii) in case of imported technology (imported during the last three years reckoned from the beginning of the financial year)
 - (a) the details of technology imported;
 - (b) the year of import;
 - (c) whether the technology been fully absorbed;
 - (d) if not fully absorbed, areas where absorption has not taken place and the reasons thereof; and
- (iv) the expenditure incurred on Research and Development

Form C

Foreign Exchange Earnings and Outgo	(Amount ₹ in millions)
Foreign Exchange Earnings	
Export of goods and services	20,851.74
Foreign Exchange Outgo	
CIF Value of Imports	3,237.31
Foreign Travel and others	1,949.79

For and on behalf of the Board
Sai Life Sciences Limited

K. Ranga Raju
 Chairman & Whole Time Director
 DIN: 00043186

Krishnam Raju
 Managing Director & CEO
 DIN: 00064614

Place: Hyderabad
 Date: 06 August, 2026

Corporate Governance Report

To comply with Regulation 34 read with Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ('SEBI Listing Regulations'), the report containing details of Corporate Governance of Sai Life Sciences Limited ('the Company'/'SAILIFE') is as follows:

1. Company's Philosophy on Code of Governance:

Your company believes in providing highest transparency and ethical value in Corporate Governance. Your company also believes in taking into confidence all the stakeholders viz., Shareholders, Employees, Creditors, Customers etc. Your company is committed to taking the torch of Corporate Governance forward, so that every stakeholder of the company synergizes their efforts in their growth along with the growth of their company. The Company is in compliance with the Corporate Governance requirements as enshrined in the Companies Act, 2013 read with the Rules made thereunder, Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("Listing Regulations") and other applicable laws.

2. Board of Directors:

The present strength of the Board reflects judicious mix of professionalism, competence and sound knowledge which enables the Board to provide effective leadership to the Company.

As on March 31, 2026, the Board comprised 3 (Three) Executive Directors, 3 (Three) Non-executive Independent Directors including 1 (One) Woman Director, which is compliant with the requirements of the Companies Act, 2013 ("the Act") and SEBI Listing Regulations and is also in line with the best practices of corporate governance.

Composition of Board of Directors as at March 31, 2026 is given below:

Sl. No	Category of Directors	Designation	Name of the Directors	Inter-se Relationship between Directors
1	Executive Director (Promoter)	Chairman and Whole-time Director	Dr Ranga Raju Kanumuri	Father of Mr Krishnamraju Kanumuri
2	Executive Director (Promoter)	Managing Director & CEO	Mr Krishnam Raju Kanumuri	Son of Dr Ranga Raju Kanumuri
3	Executive Director (Professional)	Whole-time Director & CFO	Mr Sivaramakrishnan Chittor	Not related to any of the Directors
4	Non-Executive Director	Independent Director	Ms Suchita Sharma	Not related to any of the Directors
5	Non-Executive Director	Independent Director	Mr Ramesh Ganesh Iyer	Not related to any of the Directors
6	Non-Executive Director	Independent Director	Dr Dinesh V Patel	Not related to any of the Directors

Number of Board Meetings held during the year ended March 31, 2026

The Board of Directors met 9 (Nine) times during the Financial Year 2025-26. The dates on which the meetings were held during the year ended March 31, 2026 are as follows: May 13, 2025, June 09, 2025, July 11, 2025, August 07, 2025, November 6, 2025, December 30, 2025, February 05, 2026, February 22, 2026 and March 30, 2026.

Number of Board meetings the Directors were entitled to attend, attendance of each Director at the Board meetings and at the last Annual General Meeting ("AGM") and number of other Directorships and Chairmanships/Memberships of Committee of each Director for the year under review, is given below:

Name of Directors	Board Meetings during the year		Attendance at the last AGM	Membership(s) of other Board Committees		Directorships in other Companies		Shareholding in Sai Life
	Held	Attended		Chairman	Member	Board	Committee	
Executive Director (Chairman)								
Dr. Ranga Raju Kanumuri (DIN: 00043186)	9	9	Yes	-	-	4	-	1,69,340
Executive Director (Managing Director)								
Mr. Krishnamraju Kanumuri (DIN: 00064614)	9	9	Yes	-	3	2	-	30,08,400

Name of Directors	Board Meetings during the year		Attendance at the last AGM	Membership(s) of other Board Committees		Directorships in other Companies		Shareholding in Sai Life
	Held	Attended		Chairman	Member	Board	Committee	
Executive Director (Whole-time Director)								
Mr. Sivaramakrishnan Chittor * (DIN: 01092158)	9	9	Yes	-	2	-	-	11,00,000
Non- Executive (Independent Director)								
Mr. Ramesh Ganesh Iyer (DIN: 00220759)	9	9	Yes	3	2	6	7	Nil
Ms. Suchita Sharma (DIN: 10656028)	9	9	Yes	2	2	1	-	Nil
Dr. Dinesh V Patel** (DIN: 11010657)	9	8	Yes	-	3	1	-	3,70,000

* Appointed as an Additional Director, in the category of Professional - Executive Director, w.e.f. April 28, 2025 and Regularized as an Whole-time Director of the Company with approval of members of the company by way of Postal ballot held on 16 June 2025.

** Appointed as an Additional Director, in the category of Independent Director, w.e.f. March 24, 2025 and Regularized as an Independent Director of the Company with approval of members of the company by way of Postal ballot held on 16 June 2025.

Notes:

- For the purpose of reckoning Directorships in other Companies, all public limited companies, whether listed or not, have been included and all other Companies including private limited Companies, deemed public Companies, foreign Companies and Companies under Section 8 of the Act, have been excluded.
- Membership(s) of other Board Committees include membership/ chairpersonship of Audit Committee and Stakeholders' Relationship Committee of public limited Companies, whether listed or not.
- No Director of the Company holds any preference shares issued by the Company and the Company has not issued any convertible instruments.

Names of other listed entities where a Director of the Company is a Director and the category of Directorship as on March 31, 2026, is as under:

Sl. No.	Name of Directors	Name of other Listed Entity	Category of Directorship
1.	Dr. Ranga Raju Kanumuri (DIN: 00043186)	None	NA
2.	Mr. Krishnam Raju Kanumuri (DIN: 00064614)	None	NA
3.	Mr. Sivaramakrishnan Chittor (DIN: 01092158)	None	NA
4.	Mr. Ramesh Ganesh Iyer (DIN: 00220759)	1. NOCIL LIMITED 2. KOTAK MAHINDRA BANK LIMITED	Independent Director Independent Director
5.	Ms. Suchita Sharma (DIN: 10656028)	None	NA
6.	Dr. Dinesh V Patel (DIN: 11010657)	None	NA

Independent Directors and Familiarization Programs

Independent Directors are Non-Executive Directors as defined in the Act and LODR Regulations. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as prescribed in the Act and LODR Regulations and that they are independent of the management. Further, the Independent Directors have in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment & Qualification of Directors) Rules, 2014, confirmed that they have enrolled themselves in the Independent Directors' Databank maintained by the Indian Institute of Corporate Affairs and either completed the proficiency test or are exempted from undergoing such test.

The Company has issued formal letters of appointment to the Independent Directors and their appointments are in compliance with the provisions of the Act and LODR Regulations. The terms and conditions of appointment of Independent Directors including their role, responsibilities and duties are available on the website of the Company at Use this link: <https://sailife.com/wp-content/uploads/2026/06/Familiarisation-Programme-for-ID-FY26.pdf>

In compliance with the provisions of the Act and LODR Regulations, a separate meeting of the Independent Directors was held on February 05, 2026, without the presence of non-Independent Directors and members of the management to evaluate the performance of non-Independent Directors, the Chairperson of the Board and the Board as a whole and to assess the quality, quantity and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

The Company has adopted a framework, duly approved by the Board of Directors for Familiarization Programs for Independent Directors. The objective of the framework is to ensure that the Independent Directors have a reasonable insight into the business of the Company, enabling them to contribute more effectively in decision-making. The details of the familiarization programs conducted by the Company are available the website of the Company at <https://sailife.com/wp-content/uploads/2026/06/Familiarisation-Programme-for-ID-FY26.pdf>.

Skills/ Expertise/ Competence Matrix

Following is the matrix of core skills/ expertise/ competence as recognized by the Board as required in the context of its businesses and sector(s) for it to function effectively and those actually available with the Board:

Skills / Expertise / Competencies	Dr Ranga Raju Kanumuri (DIN: 00043186)	Mr Krishnamraju Kanumuri (DIN: 00064614)	Mr Sivaramakrishnan Chittor (DIN: 01092158)	Mr Ramesh Ganesh Iyer (DIN: 00220759)	Ms Suchita Sharma (DIN: 10656028)	Dr Dinesh V Patel (DIN: 11010657)
Business and Strategic Leadership	✓	✓	✓			
Business Strategies and Mergers & Amalgamations	✓	✓	✓			
Information Technology		✓	✓			
Global Business Exposure	✓	✓	✓			
Industry Expertise	✓	✓	✓			✓
Risk Management			✓	✓	✓	
Financial Expertise			✓		✓	
Human Resource			✓	✓	✓	
Board Governance and Regulatory Compliance		✓	✓	✓	✓	✓

3. Committees of the Board

The Committees of the Board have been constituted with specific terms of reference as prescribed in the Act, LODR Regulations and other applicable laws. The key proceedings of the meetings of the Committees are briefed to the Board by the respective chairpersons of the Committees, at the subsequent meeting of the Board. The minutes of the meetings of the Committees are also placed before the Board for noting.

The Board has constituted the following statutory Committees in accordance with the Act, LODR Regulations:

1. Audit Committee
2. Nomination and Remuneration Committee
3. Stakeholder Relationship Committee
4. Risk Management Committee
5. Corporate Social Responsibility & Sustainability Committee

1. Audit Committee

Brief description of terms of reference

The terms of reference of the Audit Committee are in line with the provisions of the Act and LODR Regulations and inter-alia includes oversight of the Company's financial reporting process; examination of the financial statement and the auditors' report thereon and the disclosure of its financial information to ensure that the financial statement is correct, sufficient and credible; reviewing, with the management, the quarterly, half-yearly and annual financial statements and auditor's report thereon before submission to the Board for approval; approval or any subsequent modification of transactions of the Company with related parties; scrutiny of inter-corporate loans and investments; evaluation of internal financial controls and risk management systems; discussion with internal auditors of any significant findings and follow-up thereon; reviewing the functioning of the whistle blower mechanism; reviewing the utilization of loans and/ or advances from/investment by the holding company in the subsidiary exceeding the prescribed thresholds etc.

The Committee mandatorily reviews information such as statement of related party transactions on a quarterly basis; internal audit reports and other matters as prescribed in the Act and SEBI (LODR) Regulations. The Committee reviews the tracker on compliance calendar of the terms of reference of the Committee periodically.

Composition and Attendance of members at the meetings of the Committee

As on March 31, 2026, the Committee comprised three members (all are Independent Directors), all of whom are financially literate and have experience in financial matters. The Chairperson of the Committee is an Independent Director. During the financial year under review, the Committee met 7 (Seven) times on May 13, 2025, June 09, 2025, July 11, 2025, August 07, 2025, November 5, 2025, November 6, 2025 and February 05, 2026.

The members of the Committee as on March 31, 2026 and the attendance of the members at the meetings of the Committee held during the financial year under review is as under:

Name of Directors	Category	Number of Meetings	
		Held	attended
Ms. Suchita Sharma	Chairman	7	7
Mr. Ramesh Ganesh Iyer	Member	7	7
Dr. Dinesh V Patel	Member	7	7

2. Nomination and Remuneration Committee

Brief description of terms of reference

The terms of reference of the Nomination and Remuneration Committee are in line with the provisions of the Act and SEBI (LODR) Regulations and inter-alia includes formulation of the criteria for determining qualifications, positive attributes and independence of a Director; evaluating the balance of skills, knowledge and experience on the Board; formulation of criteria for evaluation of performance of independent Directors and the Board; devising a policy on Board diversity; analyzing, monitoring and reviewing various human resource and compensation matters; reviewing and approving compensation strategy from time to time in the context of the then current Indian market in accordance with applicable laws; performing such functions as are required to be performed by the Compensation Committee as per the SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021. etc. The Committee reviews the tracker on compliance calendar of the terms of reference of the Committee periodically.

Composition and Attendance of members at the meetings of the Committee

As on March 31, 2026, the Committee comprised three members (all are Independent Directors). The Chairperson of the Committee is an Independent Director. During the financial year under review, the Committee met 3 (Three) times on May 13, 2025, August 07, 2025 and February 05, 2026.

The members of the Committee as on March 31, 2026 and the attendance of the members at the meetings of the Committee held during the financial year under review is as under:

Name of Directors	Category	Number of Meetings	
		Held	attended
Mr. Ramesh Ganesh Iyer	Chairman	3	3
Ms. Suchita Sharma	Member	3	3
Dr. Dinesh V Patel	Member	3	3

* During the period under review, the company has reconstituted the Committee in the Board Meeting held on August 07, 2025.

Performance Evaluation Framework

The evaluation framework for the Board of Directors has been designed in accordance with the requirements of the Act and LODR Regulations and in consonance with the guidance note on Board evaluation issued by SEBI. The framework has been approved by the Board based on the recommendation of the Nomination and Remuneration Committee. The objective of the framework is to ensure corporate governance standards are maintained; to facilitate the identification of areas of concern and the areas to be focused upon for enhancing the functioning of the Board; to create awareness about the role of the Directors of the Company individually and collectively, as a Board; and to steer the Board in direction of achieving the Company's mission and vision.

The Nomination and Remuneration Committee is primarily responsible for framing the criteria of evaluation (including for evaluation of the Board and the Independent Directors). Such criteria may vary for different categories of individuals/ groups depending on the functions, responsibilities, competencies required etc. The evaluation criteria for the Board as a whole includes aspects such as the structure of the Board, management and functions of the Board etc. The evaluation criteria for the Committees of the Board includes aspects such as composition of the Committee, effectiveness of the Committee, contributions to decisions of the Board etc. The evaluation criteria for Directors and chairperson includes aspects such as fulfillment of functions, knowledge and competency, effectiveness of leadership and ability to steer meetings etc. The evaluation criteria for Independent Directors includes aspects such as participation at Board/ Committee meetings, managing relationship, knowledge and skill, personal attributes, etc.

The Board carried out an annual evaluation of its own performance, Board's committees and individual Directors pursuant to the provisions of the Act and LODR Regulations. This exercise was carried out through a structured questionnaire prepared separately for the Board, Committees, Chairperson of the Board and individual Directors. The questionnaires were uploaded on the online tool for the Directors to carry out the evaluation for the financial year under review. The outcome of the evaluation process forms a part of the Report of the Board of Directors.

3. Stakeholders' Relationship Committee

Brief description of terms of reference

The terms of reference of the Stakeholders' Relationship Committee are in line with the provisions of the Act and SEBI (LODR) Regulations and inter-alia includes reviewing of measures taken for effective exercise of voting rights by shareholders; investigating complaints relating to allotment of shares, approval of transfer or transmission of shares, debentures or any other securities; Redressal of all security holders' and investors' grievances such as complaints related to transfer of shares, including non-receipt of share certificates and review of cases for refusal of transfer/transmission of shares; reviewing the adherence to the service standards by the Company with respect to various services rendered by the registrar and transfer agent of the Company and to recommend measures for overall improvement in the quality of investor services etc.

Composition and Attendance of members at the meetings of the Committee

As on March 31, 2026, the Committee comprised three members (including two Independent Directors). The Chairperson of the Committee is an Independent Director. During the financial year under review, the Committee met 1 (One) time on August 07, 2025.

The members of the Committee as on March 31, 2026 and the attendance of the members at the meetings of the Committee held during the financial year under review is as under:

Sl. No.	Name of Director	Category	Number of Meetings	
			Held	Attended
1.	Mr. Ramesh Ganesh Iyer	Chairman- Independent Director	1	1
2.	Ms. Suchita Sharma	Member- Independent Director	1	1
3.	Mr. Krishnam Raju Kanumuri	Member- Executive Director	1	1

Compliance Officer and Shareholders' Complaints

Mrs Runa Karan, Company Secretary and Compliance Officer is the Compliance Officer for resolution of shareholders' complaints. The details of shareholders' complaints received during the financial year under review are as under:

Particulars	No. of shareholders' complaints pending at the beginning of the financial year	No. of shareholders' complaints received during the financial year under review	No. of shareholders' complaints disposed of during the financial year under review	No. of shareholders' complaints pending at the end of the financial year
No. of Complaints	Nil	1	1	Nil

4. Risk Management Committee

Brief description of terms of reference

The terms of reference of the Risk Management Committee are in line with the provisions of the (CSR) Regulations and inter-alia includes formulation of a detailed Risk Management Policy including framework for identification of internal and external risks specifically faced by the Company, in particular including financial, operational, sectoral, sustainability (particularly, ESG-related risks), information, cyber security risks or any other risk, measures for risk mitigation including systems and processes for internal control of identified risks, business continuity plan; monitoring and overseeing implementation of the Risk Management Policy, including evaluating the adequacy of risk management systems etc.

Composition and Attendance of members at the meetings of the Committee

As on March 31, 2026, the Committee comprised three members (including one Independent Director). The Chairperson of the Committee is an Independent Director. During the financial year under review, the Committee met 2 (Two) times on November 6, 2025 and March 30, 2026.

The members of the Committee as on March 31, 2026 and the attendance of the members at the meetings of the Committee held during the financial year under review is as under:

Sl. No.	Name of Director	Category	Number of Meetings	
			Held	Attended
1.	Mr. Ramesh Ganesh Iyer	Chairman- Independent Director	2	2
2.	Mr. Krishnam Raju Kanumuri	Member- Executive Director	2	2
3.	Mr. Sivaramakrishnan Chittor	Member- Executive Director & CFO	2	2

5. Corporate Social Responsibility & Sustainability Committee

Brief description of terms of reference

The terms of reference of the Corporate Social Responsibility (CSR) Committee are in line with the provisions of the Act and inter-alia includes formulation and recommendation of Corporate Social Responsibility Policy to the Board; recommendation of the amount of CSR expenditure to be incurred on the CSR activities; monitoring the CSR Policy including monitoring the progress of CSR projects or programs etc. The Committee reviews the tracker on compliance calendar of the terms of reference of the Committee periodically.

Composition and Attendance of members at the meetings of the Committee

As on March 31, 2026, the Committee comprised Five members (including three Independent Directors). The Chairperson of the Committee is an Independent Director. During the financial year under review, the Committee met 2 (Two) times on May 13, 2025 and March 30, 2026.

The members of the Committee as on March 31, 2026 and the attendance of the members at the meetings of the Committee held during the financial year under review is as under:

Sl. No.	Name of Director	Category	Number of Meetings	
			Held	Attended
1.	Mr. Krishnam Raju Kanumuri	Member- Executive Director	2	2
2.	Ms. Suchita Sharma	Chairman- Independent Director	2	2
3.	Mr. Ramesh Ganesh Iyer	Member- Independent Director	2	2
4.	Dr. Dinesh V Patel	Member- Independent Director	2	2
5.	Mr. Sivaramakrishnan Chittor (Appointed w.e.f. 30 th March, 2026)	Member- Executive Director & CFO	NA	NA

Note: During the period under review, the company has reconstituted the Committee and also renamed the 'Corporate Social Responsibility Committee' as the 'Corporate Social Responsibility & Sustainability Committee' in the Board Meeting held on March 30 2026.

Meeting of Independent Directors

A separate meeting of the Independent Directors was held on February 05, 2026 under the Chairmanship of Ms. Suchita Sharma, Independent Director, inter-alia, to discuss evaluation of the performance of Non-Independent Directors, Managing Director, the Board as a whole, evaluation of the performance of the Chairman, taking into account the views of the Executive and Non-Executive Directors and the evaluation of the quality, content and timeliness of flow of information between the management and the Board that is necessary for the Board to effectively and reasonably perform its duties. The Independent Directors expressed satisfaction with the overall performance of the Directors and the Board as a whole. Inputs and suggestions received from the Directors were considered at the Board meeting and have been implemented.

Lead Independent Director

The Board has appointed Ms. Suchita Sharma, Chairperson of the Independent Directors Meeting, as the Lead Independent Director. The role of the lead Independent Director is to provide leadership to the Independent Directors, liaise on behalf of the Independent Directors and ensure the Board's effectiveness to maintain high-quality governance of the organisation and the effective functioning of the Board.

Succession Planning

The Nomination and Remuneration Committee works with the Board on succession plan to ensure orderly succession in appointments to the Board and in the senior management. The Company strives to maintain an appropriate balance of skills and experience within Board of Directors and the organisation to introduce new perspectives while maintaining experience and continuity.

4. Details of Senior Management with Changes therein

During the financial year under review, there were changes in the Senior Management Personnel of the Company. Details of such changes were duly disclosed to the Stock Exchanges and are available on the Company's website.

5. Remuneration of Directors

The Remuneration Policy has been approved by the Board of Directors based on the recommendation of the Nomination and Remuneration Committee with the objective that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate directors of the quality required to run the Company successfully; that the relationship of remuneration to performance is clear and meets appropriate performance benchmarks; that the remuneration of Directors, Key Managerial Personnel and Senior Management Personnel involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals; to determine remuneration based on the Company's size and financial position and trends and practices on remuneration prevailing in peer Companies, in the industry; to ensure there is a principle of proportionality while determining the remuneration; to retain, motivate and promote talent and to ensure long-term sustainability of talented managerial persons and create a competitive advantage.

The Nomination and Remuneration Committee recommends the remuneration/ compensation/ profit-linked commission etc. to be paid to the Directors, to the Board of Directors, for its approval. The Remuneration Policy is available on the website of the Company at <https://sailife.com/wp-content/uploads/2026/01/Nomination-and-Remuneration-Policy.pdf>

The details of remuneration and pecuniary transactions undertaken with Directors for the financial year under review, are as under:

(in ₹)					
Name of Director	Salary and Allowances	Share based payment	Commission / Bonus/ Performance-based Incentive	Sitting Fees	Total
Executive Director (Chairman & Whole-time Director)					
Dr. Ranga Raju Kanumuri (DIN: 00043186)	2,49,93,075	-	65,65,398	-	3,15,58,473
Executive Director (Managing Director)					
Mr. Krishnam Raju Kanumuri (DIN: 00064614)	8,82,65,004	-	4,25,00,000	-	13,07,65,004
Executive Director (Whole-time Director & CFO)					
Mr. Sivaramakrishnan Chittor (DIN: 01092158)	2,29,39,927	15,81,36,500	1,21,14,184	-	19,31,90,611
Appointed w.e.f. 28-04-2025					
Non- Executive (Independent Director)					
Mr. Ramesh Ganesh Iyer (DIN: 00220759)	-	-	35,00,000	13,00,000	48,00,000
Ms. Suchita Sharma (DIN: 10656028)	-	-	35,00,000	12,50,000	47,50,000
Dr Dinesh V Patel (DIN 11010657)	-	-	35,00,000	12,98,695	47,98,695

During the financial year under review, no options were granted to the Directors under the Employee Stock Option Plan ESOP 2008 & MESOP 2018. The details of options previously granted to Directors, as on March 31, 2026, are as under:

Name of Director	Scheme	Options granted	Options vested and exercised	Options vested and not yet exercised	Options unvested
Mr. Sivaramakrishnan Chittor (DIN: 01092158)	MESOP	Nil	2,00,000	5,25,000	3,75,000
Appointed w.e.f. 28-04-2025					
2018					
Non- Executive (Independent Director)					
Mr Ramesh Ganesh Iyer (DIN: 00220759)			NA		
Ms Suchita Sharma (DIN: 10656028)			NA		
Dr Dinesh V Patel (DIN: 11010657)			NA		

6. General Body Meetings

Annual General Meeting

Details of last three Annual General Meetings and the summary of special resolutions passed therein are as under:

Financial Year ended	Date and Time	Venue/ Mode	Special Resolution(s) passed
March 31, 2025	September 11, 2025 10.30 am	Video Conferencing (VC) / Other Audio-Visual Means (OAVM) without the physical presence of members - Deemed venue for the meeting was the Registered Office of the company situated at Plot No. DS-7, IKP Knowledge Park, Turkapally (V), Shameerpet Mandal, Medchal-Malkajgiri (Dist), Hyderabad -500078, Telangana.	1. Re-appointment of Mr. Krishnam raju Kanumuri (DIN: 00064614) as Managing Director & CEO of the company 2. Approval for revision in remuneration payable to Mr. Krishnam Raju Kanumuri (DIN: 00064614) as Managing Director & CEO of the company 3. Approval for revision in remuneration payable to Dr. Ranga Raju Kanumuri (DIN: 00043186), Whole Time Director of the company

Financial Year ended	Date and Time	Venue/ Mode	Special Resolution(s) passed
March 31, 2024	June 14, 2024 10.30 am	Physical - # L4-01 & 02, SLN Terminus, Survey #133, Gachibowli Miyapur Road, Gachibowli, Hyderabad - 500032, Telangana, India	1. Increase in the Remuneration of Dr K Ranga Raju (DIN: 00043186), Chairman and Whole-Time Director of the Company. 2. Increase in the Remuneration of Mr K Krishnam Raju (DIN: 00064614), Managing Director and CEO of the Company.
March 31, 2023	September 07, 2023 10.30 am	Physical - # L4-01 & 02, SLN Terminus, Survey #133, Gachibowli Miyapur Road, Gachibowli, Hyderabad - 500032, Telangana, India	1. Re-appointment of Dr K Ranga Raju (DIN: 00043186) as Whole-time Director of the company.

Postal Ballot

During the year 2025-26, the Company passed Five Special Resolutions and One Ordinary Resolution through postal ballot vide notice dated 15 May 2025 as under. Mr. D S M Ram, proprietor of DSMR & Associates, Practising Company Secretary, was appointed as scrutinizer to conduct the remote e-voting process and e-voting at meeting for the said postal ballot in a fair and transparent manner. result of the voting was as under:

Sl. No	Particulars	Votes in favour of the resolution		Votes against the resolution	
		No. of votes	% to votes polled	No. of votes	% to votes polled
1	To ratify ESOP Scheme 2008 of Sai Life Sciences Limited.	15,90,41,117	84.55	2,90,51,380	15.45
2	Ratification of the extension of the benefits of ESOP Scheme 2008 to the employees of subsidiary companies and group companies of Sai Life Sciences Limited.	15,90,40,936	84.55	2,90,51,556	15.45
3	To ratify Management ESOP Scheme 2018 of Sai Life Sciences Limited.	15,90,41,021	84.55	2,90,51,525	15.45
4	Ratification of the extension of the benefits of Management ESOP Scheme 2018 to the employees of subsidiary companies and group companies of Sai Life Sciences Limited.	15,90,41,052	84.55	2,90,51,494	15.45
5	Appointment of Dr. Dinesh V Patel (DIN- 11010657) to the office of Independent Director	18,76,91,188	99.69	5,81,194	0.31
6	Appointment of Mr. Sivaramakrishnan Chittor, (DIN: 01092158) as Whole-Time Director of the company	18,15,20,150	96.35	68,72,451	3.65

The remote e-voting commenced on Sunday, 18 May 2025 at 9:00 a.m. (IST) and ended on Monday, 16 June 2025 at 5:00 p.m. (IST).

Scrutinizer submitted the Report on the voting results of the Postal Ballot on 17 June 2025. The resolutions were passed with requisite majority on 16 June 2025 (i.e. the last date of remote e-voting). The results were declared on 17 June 2025.

The results of the postal ballots were submitted to the Stock Exchanges as well as posted on the website of the Company and website of CDSL.

7. Means of Communication

The Company regularly utilizes various means of communication to keep its stakeholders informed about its financial results, announcements, updates etc.

Financial Results

The quarterly financial results are intimated to the stock exchanges and also circulated to all the shareholders of the Company whose email addresses are registered with Company/ Depositories. The results are also uploaded on the website of the Company at <https://sailife.com/financial-information/> and is published in leading newspapers such as Business Standard and Mana Telangana.

Investor Calendar and Presentation

The Company regularly conducts/ participates in Investor Conferences, Analysts/ Institutional Investors' Meet, Investor Roadshow to discuss its performance. The schedule of the same is intimated to the stock exchanges and also available on the website of the Company at <https://sailife.com/disclosures/>

The presentations made at such conferences, meets, roadshows, are submitted to the stock exchanges in advance and are available on the website of the Company.

Press Release

The Company issues press releases for dissemination of its financial performance, business development updates, product launch etc. The press releases are intimated to the stock exchanges in advance and are also available on the website of the Company.

Website

The Company's website Sai Life Sciences provides detailed information regarding its business segments, products and highlights its key numbers including scale and leadership, apart from the quarterly key performance indicators.

8. General Shareholder Information

27th Annual General Meeting

Day, Date and Time	Thursday, 17 September, 2026 at 10.30 am IST
Venue/ Mode	Through Video Conferencing ("VC")/Other Audio-Visual Means ("OAVM") without the physical presence of the Members.
Book Closure Dates	NA

Financial Year

The Company follows the financial year as per the provisions of the Act i.e., a period of twelve months from April 01 to March 31.

Dividend Payment Date

The Board has not recommended any dividend for the financial year under review.

Listing on Stock Exchanges and Stock Code

The equity shares of the Company are listed on the following stock exchanges:

Name of Stock Exchange	Address	Stock Code
BSE Limited	Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai - 400001.	544306
National Stock Exchange of India Limited	Exchange Plaza, C-1, Block G, Bandra Kurla Complex, Bandra CE), Mumbai - 400051.	SAILIFE

The ISIN of the Equity Shares of the Company is INE570L01029. The Company has paid the annual listing fee for the financial year under review and the financial year 2026-27 to both the stock exchanges.

During the financial year under review, the equity shares of the Company have not been suspended from trading on any of the stock exchanges on which they are listed.

Registrar and Share Transfer Agents

Name	KFin Technologies Limited
Address	Selenium Building, Tower-B, Plot No.- 31& 32, Financial District, Nanakaramguda, Serilingampally, Hyderabad, Telangana-500032, India.
Investor Grievance Email ID	einward.ris@kfintech.com
Website	KFin Technologies Limited KFintech

Share Transfer System

In terms of the SEBI (LODR) Regulations, transfer of securities in physical form shall not be processed unless the securities are held in the dematerialized mode with a depository participant.

Distribution of Shareholding

Distribution of shareholding by size as on March 31, 2026, is as under:

Categories (Shares)	No. of shareholders	Percentage of total shareholders	No. of shares	Percentage of total shares
1 - 5000	1,17,113	99.66	65,91,747	3.11
5001- 10000	100	0.09	7,45,726	0.35
10001 - 20000	62	0.05	9,05,727	0.43
20001 - 30000	34	0.03	8,38,924	0.40
30001 - 40000	19	0.02	6,80,053	0.32
40001 - 50000	15	0.01	6,86,217	0.32

Categories (Shares)	No. of shareholders	Percentage of total shareholders	No. of shares	Percentage of total shares
50001 - 100000	37	0.03	26,31,411	1.24
100001 & Above	127	0.11	19,86,99,429	93.82
TOTAL	1,17,507	100	21,17,79,234	100

Distribution of shareholding by category as on March 31, 2026, is as under:

Categories	No. of shareholders	No. of shares	Percentage of total shares
Promoter/Promoter Group	12	7,32,94,675	34.61
Mutual Funds	27	5,88,81,285	27.80
Banks, Insurance & Other DIs	17	79,19,657	3.74
Foreign Portfolio Investors	179	4,48,27,307	21.17
Others	118110	2,68,56,310	12.68

Dematerialization of shares and liquidity

As on March 31, 2026, 100% equity shares of the Company are in dematerialized form. The equity shares of the Company are liquid and traded on BSE Limited and National Stock Exchange of India Limited.

Outstanding GDRs / ADRs / Warrants or any convertible instruments, conversion date and likely impact on equity

The Company has not issued any GDRs / ADRs / Warrants or any convertible instruments.

Commodity price risk or foreign exchange risk and hedging activities

The Company is exposed to foreign currency risk on certain transactions that are denominated in a currency other than entity's functional currency, hence exposure to exchange rate fluctuations arises. As the Company is not into trading any commodity, there is no commodity price risk and there's no hedging activities undertaken by the Company during financial year 2025-2026.

Plant Locations

R&D Centres- UNIT-II	Manufacturing Facilities		
	UNIT-III	UNIT-IV	UNIT-VI
DS-7, DS-4, DS-16, IKP Knowledge Park, Turkapally Village, Shameerpet Mandal, Medchal-Malkajgiri District – 500078, Telangana India.	Survey No.296/7/3 &4, Bollaram, Jinnaram Mandal, Sanga Reddy District – 502325, Telangana.	78-C, 79-A, 79-B, 80-A, 80-B, 81-A, 82, Sy.No.280, Kolhar Industrial Area, Bidar-585403, Karnataka.	Plot No. 136A, 136B, 137, Kolhar Industrial Area, Bidar - 585403, Karnataka.

Address for Correspondence

Registered Office	Plot No. DS-7, IKP Knowledge Park, Turkapally (V) Shameerpet Mandal, Medchal-Malkajgiri Dist, Rangareddi, Hyderabad-500078, Telangana, India.
Corporate Office	# L4-01 & 02, SLN Terminus, Survey #133, Gachibowli Miyapur Road, Gachibowli, Hyderabad-500032, Telangana, India.
Email ID	investors@sailife.com
Website	www.sailife.com

Credit Ratings			
Rating Agency	Instrument Type	Rating	Remarks
India Ratings and Research Pvt Ltd	Term Loan	IND A+/Stable	Upgraded from 'IND A'
ICRA Limited	Long-term - Fund-based - Others	[ICRA]AA(Stable); assigned	Upgraded from 'IND A+'
ICRA Limited	Short-term - Non-fund based - Others	[ICRA]A1+; assigned	Upgraded from 'IND A1+'

9. Other Disclosures

Related party transactions

The Company has entered into various Related Party Transactions during the financial year which were in the ordinary course of business and made on terms equivalent to those that prevail in arm's-length transactions. During the year, the Company had not entered into any contract/ arrangement/ transaction with related parties which could be considered material in accordance with the policy of the Company on materiality of related party transactions or which is required to be reported in Form No. AOC-2 in terms of Section 134(3) (h) read with Section 188 of the Act and Rule 8(2) of the Companies (Accounts) Rules, 2014.

The Company has formulated a policy on dealing with Related Party Transactions. The same is available on the Company's website at <https://sailife.com/wp-content/uploads/2026/01/Policy-on-Related-Party-Transactions.pdf>

The details of all the transactions with Related Parties are disclosed in the Notes to the Annual Accounts.

Penalties / Strictures

There has not been any non-compliance, penalties or strictures imposed on the Company by the Stock Exchanges, SEBI or any other statutory authority, on any matter relating to the capital markets.

Vigil Mechanism / Whistle Blower Policy

The Company has established a Whistle Blower (Vigil) Mechanism and formulated a Whistle Blower/ Vigil Mechanism Policy. The details of the Policy is explained in the Corporate Governance Report, which forms part of this Annual Report and also hosted on the website of the Company at <https://sailife.com/wp-content/uploads/2026/01/Whistle-Blower-Policy.pdf>

Details of utilization of funds raised through preferential allotment or qualified institutions placement

The Company has not raised funds through preferential allotment or qualified institutions placement during the financial year ended 31 March 2026.

Certificate from Company Secretary in Practice

Certificate from M/s. P S Rao & Associates, Practicing Company Secretaries certifying that none of the Directors of the Company have been debarred or disqualified from being appointed or continuing as Directors of the Company by SEBI or MCA or such other statutory authority, is enclosed to this Report.

Recommendation by Committees

During the financial year under review, all recommendations made by the Committees of the Board as mandatorily required have been accepted by the Board.

Consolidated Fees to Auditors

Details of fees (including out-of-pocket expenses) paid to the Auditors for all the services availed by the Company and its subsidiaries are provided in the notes to accounts forming part of this Annual Report.

Prevention of Sexual Harassment

The Company has in place a Policy for Prevention, Prohibition and Redressal of Sexual Harassment at workplace which is in line with the requirements of the Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act, 2013 and Rules made thereunder ("POSH"). All employees (permanent, contractual, temporary and trainees) are covered under this Policy. The Company has constituted an Internal Committee for its Registered Office & Corporate Office under Section 4 of the captioned Act.

- a. Number of complaints filed during the financial year: 1
- b. Number of complaints disposed of during the financial year: 1
- c. Number of complaints pending as on end of financial year: 0

One complaint was received by the committee during the year under review. The complaint has been addressed by the Committee as per the procedure laid down by the POSH and the same have been attended and resolved. The Company has filed an Annual Report with the concerned Authority.

Loans and Advances

During the financial year under review, no loans or advances were made by the Company or its subsidiaries in the nature of loans to firms/ Companies in which Directors are interested.

Material Subsidiaries

In accordance with the SEBI (LODR) Regulations, the Company has adopted the policy on material subsidiaries and the same is available on the website of the Company at <https://sailife.com/wp-content/uploads/2026/01/Determining-Material-Subsidiaries.pdf>

None of the subsidiaries of the Company is considered to be a material subsidiary in terms of the said policy and the SEBI (LODR) Regulations.

10. Discretionary Requirements

The status of adoption of the discretionary requirements as specified in Part E of Schedule II to the SEBI (LODR) Regulations is as under:

The Board

The Non-Executive Chairperson of the Board does not maintain a chairperson's office at the Company's expense.

Shareholder Rights

The quarterly financial results are intimated to the stock exchanges and also circulated to all the shareholders of the Company whose email addresses are registered with Company/ Depositories. The results are also uploaded on the website of the Company at <https://sailife.com/disclosures/> and is published in leading newspapers such as Business Standard (English) and Mana Telangana (Telugu).

Modified opinion(s) in audit report

The Auditors have expressed an unmodified opinion in their report on the financial statements of the Company.

Reporting of Internal Auditor

The Internal Auditor reports to the Audit Committee and presents quarterly updates on the audit along with a summary of audit observations, if any and follow-up actions thereon.

11. Declaration by the Chief Executive Officer

A declaration signed by the Chief Executive Officer stating that the members of Board of Directors and Senior Management Personnel have affirmed compliance with the Code of Conduct for Directors and Senior Management and the Policy on Code of Conduct and Business Ethics, respectively, as on March 31, 2026, is enclosed to this Report.

12. CEO and CFO Certification

The Chief Executive Officer and Chief Financial Officer have certified to the Board in accordance with Regulation 17(8) SEBI (LODR) Regulations pertaining to CEO & CFO certification for the year ended March 31, 2026. The Certificate forms part of this Report.

13. Certificate on Corporate Governance

Certificate from M/s. P S Rao & Associates, Practicing Company Secretaries certifying the compliance of conditions of Corporate Governance, is enclosed to this Report.

14. Corporate Governance Requirements

During the financial year under review, the Company has complied with the corporate governance requirements specified in Regulation 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of the SEBI LODR Regulations.

15. Practising Company Secretary's Certificate on Non-Disqualification of Directors

A certificate has been issued by M/s. P S Rao & Associates, Practicing Company Secretaries, confirming that none of the Directors of the Company have been debarred or disqualified from being appointed or continuing as director by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such statutory authority. The certificate is enclosed with this Report.

16. Demat Suspense Account/ Unclaimed Suspense Account

As on March 31, 2026, the Company does not have any share in the demat suspense account or unclaimed suspense account.

17. Outstanding GDRS / ADRS / Warrants or Any Convertible Instruments, Conversion Date and Likely Impact on Equity

The Company has not issued any GDRs, ADRs / Warrants or any convertible instruments.

- 18** There are no agreements entered into by the shareholders or promoters or promoter group entities or related parties or directors or key managerial personnel or employees of the Company or its subsidiaries which either directly or indirectly or has a potential to impact the management or control of the Company by imposing any restrictions or creating any liability upon the Company as specified in Clause 5 A of Paragraph A of Part A of Schedule III of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Declaration

As provided under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, this is to confirm that all the Board Members and Senior Management Personnel have affirmed compliance with the Code of Conduct for the year ended March 31, 2026.

For and on behalf of the Board of
Sai Life Sciences Limited

Date : 06 August, 2026
Place: Hyderabad

K. Ranga Raju
Chairman & Whole Time Director
DIN: 00043186

Krishnam Raju
Managing Director & CEO
DIN: 00064614

Certificate on Compliance with Code of Conduct

The Members of
Sai Life Sciences Limited

As required under SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, I hereby confirm that the Company has adopted a Code of Conduct for all Board Members and Senior Management and the same has been placed on the Company's Website. All Board Members and Senior Management personnel have affirmed compliance with the Code of Conduct in respect for the Financial Year ended March 31, 2026.

For Sai Life Sciences Limited

Krishnam Raju

Managing Director & CEO

DIN: 00064614

Date : 06 August, 2026

Place: Hyderabad

CEO and CFO Certificate

Certificate of the CEO and the CFO to the Board of Directors of Sai Life Sciences Limited

We hereby certify that:

1. We have reviewed the standalone and consolidated financial statements for the financial year ended 31 March 2026.
2. These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading.
3. These statements together present a true and fair view of the Company's affairs and are in compliance with the existing Accounting Standards, applicable laws and regulations.
4. There are, to the best of our knowledge and belief, no transactions entered into by the listed entity during the year which are fraudulent, illegal or violative of the listed entity's code of conduct.
5. We are responsible for establishing and maintaining internal controls for financial reporting and evaluated the effectiveness of internal control systems of the Company pertaining to financial reporting and disclosed to the auditors and the audit committee, deficiencies in the design or operation of such internal controls, if any, of which we are aware and the steps we have taken or propose to take to rectify these deficiencies.
6. We shall disclose to the Auditors as well as the Audit Committee deficiencies in the design or operation of internal controls, if any and what they have done or propose to do to rectify these deficiencies.
7. We have indicated to the Auditors, the Audit Committee whether or not there were significant changes in internal control over financial reporting during the financial year.
8. We have indicated to the Auditors, the Audit Committee whether or not there were significant changes in accounting policies during the financial year.
9. We also have disclosed to the Auditors as well as the Audit Committee, instances of significant fraud, if any, that involves management or employees having a significant role in the company's internal control systems over financial reporting.

For Sai Life Sciences Limited

Date: 06 August, 2026
Place: Hyderabad

Krishnam Raju
Managing Director & CEO
DIN: 0006461

Sivaramakrishnan Chittor
Whole-time Director & CFO
DIN: 01092158

Certificate on Corporate Governance

To
The Members,
Sai Life Sciences Limited
Plot No. DS-7, IKP Knowledge Park, Turkapally,
Hyderabad- 500078.

We have examined the compliance of the conditions of Corporate Governance by Sai Life Sciences Limited (hereinafter referred to as “the Company”) for the year ended March 31, 2026, as stipulated in Chapter V of SEBI (Listing Obligation and Disclosure Requirements) Regulations, 2015 (Listing Regulations).

The compliance of the conditions of Corporate Governance is the responsibility of the management. Our examination was limited to a review of the procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

We conducted our examination of the Corporate Governance Report in accordance with the established systems and procedures selected by me depending on our judgement, including assessment of the risks associated in compliance of the Corporate Governance Report with the applicable criteria. The procedures include, but are not limited to, verification of secretarial records and other information of the Company, as I deem necessary to arrive at an opinion.

Based on the procedures performed by me as mentioned above and according to the information and explanations provided to me, I am in the opinion that the Company has complied with the conditions of Corporate Governance as stipulated in the Listing Regulations as applicable for the year ended March 31, 2026.

We further state that such compliance is neither an assurance as to the financial viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

**For P S Rao & Associates,
Practicing Company Secretaries**

M. No. F10322

C. P. No. 3829

UDIN: F010322H001023818

Peer Review Certificate No. 6678/2025

Date : 06 August, 2026

Place : Hyderabad

Certificate of Non-Disqualification of Directors

To

The Members,

Sai Life Sciences Limited

Plot No. DS-7, IKP Knowledge Park, Turkapally,

Hyderabad- 500078.

We have examined the relevant registers, records, forms, returns and disclosures received from the directors of Sai Life Sciences Limited having CIN: L24110TG1999PLC030970 and having registered office at Plot No. DS-7, IKP Knowledge Park, Turkapally, Shameerpet Mandal, Medchal-Malkajgiri District, Rangareddi, Hyderabad, Telangana, India-500078 (hereinafter referred to as “the Company”), produced before me by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Clause 10(i) of the Securities and Exchange Board of India (Listing Obligation and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Director Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the directors on the Board of the Company as stated below, for the financial year ending on 31st March, 2026, have been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such other statutory authority.

Sr. No.	Name	Nature/ Category of Directorship	Director Identification Number (DIN)
1.	#KRISHNAM RAJU KANUMURI	Managing Director & CEO	00064614
2.	RANGA RAJU KANUMURI	Chairman & Whole-Time Director	00043186
3.	*SIVARAMAKRISHNAN CHITTOR	Whole-Time Director & CFO	01092158
4.	§DINESH VINOOBHAI PATEL	Independent Director	11010657
5.	RAMESH GANESH IYER	Independent Director	00220759
6.	SUCHITA SHARMA	Independent Director	10656028

#Re-appointed as the Managing Director w.e.f. 01-09-2025

*Re-designated as a Whole Time Director w.e.f. 28-04-2025

§Re-designated as an Independent Director w.e.f. 24-03-2025

Ensuring eligibility for the appointment/ continuity of every director on the Board is the responsibility of the management of the Company. My responsibility is to express an opinion on these, based on my verification. This certificate is neither an assurance as to the future viability of the Company nor the efficiency or effectiveness with which the management has conducted the affairs of the Company.

**For P S Rao & Associates,
Practicing Company Secretaries**

M. No. F10322

C. P. No. 3829

UDIN: F010322H001023796

Peer Review Certificate No. 6678/2025

Date : 06 August, 2026

Place : Hyderabad



Business Responsibility & Sustainability Report

FY 2025-26

SECTION A:**General Disclosures****I. Details of listed entity**

1. Corporate Identity Number (CIN) of the Company	L24110TG1999PLC030970
2. Name of the Company	Sai Life Sciences Limited
3. Year of Incorporation	1999
4. Registered Office Address	Plot No.DS-7, IKP Knowledge Park, Turkapally Village, Shameerpet Mandal, Medchal – Malkajgiri District, Hyderabad 500078, Telangana, India
5. Corporate Address	# L4-01 & 02, SLN Terminus, Survey #133, Gachibowli Miyapur Road, Gachibowli, Hyderabad – 500032, Telangana, India.
6. Email Address	Investors@sailife.com
7. Telephone	040-68156000
8. Website	www.sailife.com
9. Financial Year Reported	2025-2026
10. Name of the Stock Exchanges where shares are listed	BSE Limited National Stock Exchange of India Limited
11. Paid-up Capital	₹ 21,17,79,234
12. Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BSR report	Name: Runa Karan Email: runa.k@sailife.com Phone: 040-68156107
13. Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).	The disclosure under this report is made on a standalone basis, covering all entities forming part of our standalone financial statements.
14. Name of assurance provider	TUV India Private Limited
15. Type of assurance obtained	Reasonable Assurance for BSR Core Indicators

II. Products/Services**16. Details of business activities (accounting for 90% of the turnover)**

S. No.	Description of Main Activity	Description of Business Activity	% of turnover of the Company
1	Contract Research, Development and Manufacturing	Integrated services spanning discovery, development and commercial manufacturing of pharmaceutical products	100%

17. Products/Services sold by the Company (accounting for 90% of the turnover)

S. No.	Product/Service	NIC Code	% of total turnover contributed
1	Contract Research, Development and Manufacturing	NIC Code : 72 (Scientific Research and Development)	100%

III. Operations**18. Number of locations where plants and/or operations/offices of the Company are situated:**

Location	Number of plants	Number of offices	Total
National	4	1	5
International	1	2	3

19. Markets served by the Company

a. Number of locations

Locations	Number
National (No. of States)	5
International (No. of Countries)	16

b. What is the contribution of exports as a percentage of the total turnover of the Company?

96.84%

c. Types of customers

Sai Life Sciences Limited is a rapidly growing CRO and CRDMO serving global pharmaceutical and biotechnology companies. The company provides integrated discovery, development and manufacturing services for small molecules to clients.

IV. Employees

20. Details as at the end of the Financial Year

a. Employees and workers (including differently abled):

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
		EMPLOYEES				
1.	Permanent (D)	3,806	3,238	85.08%	568	14.92%
2.	Other than Permanent (E)	103	79	76.70%	24	23.30%
3.	Total employees (D + E)	3,909	3,317	84.86%	592	15.14%
		WORKERS				
4.	Permanent (F)	0	0	0	0	0
5.	Other than Permanent (G)	1,315	1,235	93.92%	80	6.08%
6.	Total workers (F + G)	1,315	1,235	93.92%	80	6.08%

b. Differently abled Employees and workers:

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
		EMPLOYEES				
1.	Permanent (D)	3	3	100%	0	0
2.	Other than Permanent (E)	0	0	0	0	0
3.	Total employees (D + E)	3	3	100%	0	0
		WORKERS				
4.	Permanent (F)	0	0	0	0	0
5.	Other than Permanent (G)	0	0	0	0	0
6.	Total workers (F + G)	0	0	0	0	0

21. Participation/Inclusion/Representation of Women

	Total (A)	No. and percentage of Females	
		No. (B)	% (B/A)
Board of Directors	6	1	17%
Key Management Personnel	6	1	17%

22. Turnover rate for permanent employees and workers (disclose trends for the past 3 years)

	FY 2025-26			FY 2024-25			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	19.37	30.5	20.98	22.45	34.64	24.17	30.1	18.4	23.2
Permanent Workers	NA			NA			NA		

V. Holding, Subsidiary and Associate Companies (including joint ventures)**23. Name of holding/subsidiary/associate companies/joint ventures**

S. No.	Name of the holding/ subsidiary/associate companies/joint ventures (A)	Indicate whether Holding/ Subsidiary/Associate/Joint Venture	% of shares held by the Company	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the Company (Yes/No)
1	Sai Life Sciences Inc	Subsidiary	100	Yes
2	Sai Life Sciences Gmbh	Subsidiary	100	Yes
3	Sai Life Pharma Private Limited	Subsidiary	100	Yes

VI. CSR Details*

24. (i) Whether CSR is applicable as per section 135 of Companies Act, 2013: Yes

(ii) Turnover: ₹ 2,153 Cr

(iii) Net worth: ₹ 2,508 Cr

*Values are based on standalone financials.

VII. Transparency and Disclosure Compliances**25. Complaints/Grievances on any of the principles (Principle 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint* is received	Grievance Redressal Mechanism in place (Yes/ No) (If yes, then provide web link for grievance redressal policy) *	FY 2025-26			FY 2024-25		
		No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks	No. of complaints filed during the year	No. of complaints pending resolution at close of the year	Remarks
Communities	Yes	0	0	Nil	0	0	Nil
Investors (other than shareholders)	Yes	0	0		0	0	
Shareholders	As per applicable law	1	0		12	1	
Employees and workers	Yes	0	0		0	0	
Customers**	Yes	12	11		5	5	
Value Chain	Yes	0	0		0	0	
Partners							
Others	Yes	0	0		0	0	

*Shareholders can register their grievances on the SCORES Portal at <https://scores.sebi.gov.in/> and the ODR Portal at <https://smartodr.in/>. All other stakeholder groups including customers, value chain partners, communities and employees and workers can raise a concern by accessing the Code of Conduct and Business Ethics on the website. They may also write and drop their grievance in the Complaint box installed at all the work locations. Several policies guiding the Company's conduct with all its stakeholders, including grievance mechanisms are placed on the Company's website and can be found on <https://sailife.com/corporate-governance/>. In addition, there are internal policies placed on the intranet of the Company that are accessible by employees.

**Related to Quality

26. Overview of the Company's material responsible business conduct and sustainability issues pertaining to environment and social matters that present a risk or an opportunity to the business of the Company, rationale for identifying the same, approach to adapt or mitigate the risk along with its financial implications, as per the following format:

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Climate Action	Risk	Exposure to physical climate risks (floods, droughts, water stress) and transition risks (carbon pricing, regulatory tightening, technology investment requirements for energy transition) that could disrupt operations and increase costs.	Climate risks are managed through the Enterprise Risk Management (ERM) framework with climate-related risks integrated into CROs. The Company has set science-based emission reduction targets and is transitioning towards renewable energy usage. Water conservation initiatives such as Zero Liquid Discharge (ZLD) and climate governance through Board-level oversight support mitigation.	Negative: Increased operational costs due to extreme weather disruptions, carbon pricing, regulatory compliance and climate transition requirements.
2	Energy	Risk & Opportunity	As a CRDMO with energy-intensive R&D and manufacturing operations, energy consumption drives both operational costs and carbon emissions. Rising fossil fuel costs and regulatory requirements present risk; renewable energy adoption and efficiency improvements present opportunity to reduce cost and carbon footprint.	Implementation of ISO 50001 Energy Management System across facilities, continuous energy audits, adoption of renewable energy, energy-efficient equipment and process optimization to reduce energy intensity and emissions.	Negative: Energy price volatility and rising fuel costs may increase operating expenses. Positive: Energy efficiency initiatives and renewable adoption can reduce long-term energy costs and carbon footprint.
3	Water Management	Risk	Manufacturing operations at Hyderabad (Bollaram) and Bidar (Karnataka) face water stress risk due to geographic location in water-stressed regions. Climate scenario analysis indicates 2–10 additional consecutive dry days. Pharmaceutical manufacturing is water-intensive.	Implementation of Zero Liquid Discharge (ZLD) at manufacturing sites, wastewater treatment and recycling systems, rainwater harvesting infrastructure and water stewardship practices aligned with environmental policies.	Negative: Water scarcity and regulatory restrictions may increase procurement and treatment costs or disrupt operations. Investments in water infrastructure may increase short-term capital expenditure.
4	Waste Management	Risk	Pharmaceutical manufacturing generates significant hazardous and non-hazardous waste, including chemical solvents, API intermediates and packaging waste. Improper management poses environmental, regulatory and reputational risk. Specific hazardous waste generation increased by 7% in FY 2024-25.	Waste minimisation programs, segregation and safe disposal mechanisms, hazardous waste management protocols and partnerships for co-processing waste through authorised facilities. Environmental management systems aligned with ISO 14001 are implemented.	Negative: Non-compliance or an increase in hazardous waste generation may raise treatment and disposal costs and lead to regulatory penalties.

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk/opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
5	Employee Health and Safety	Risk	Pharmaceutical and chemical manufacturing involves handling hazardous chemicals, solvents and biological agents. Workplace accidents, occupational illnesses, or safety failures can result in fatalities, regulatory penalties, production downtime and reputational damage. As a CRDMO, safety incidents could jeopardize customer relationships and regulatory approvals.	Implementation of ISO 45001 Occupational Health & Safety Management System, Behaviour-Based Safety (BBS) programs, emergency response plans, safety training and regular health monitoring for employees and contractors.	Negative: Workplace accidents may result in compensation costs, operational disruptions, regulatory penalties and reputational impact.
6	Employee engagement	Opportunity	High employee engagement drives productivity, innovation, talent retention and operational excellence. As a science-driven CRDMO, attracting and retaining skilled pharmaceutical scientists and engineers is critical to business growth. Low engagement increases attrition and recruitment costs.	NA	Positive: Higher engagement improves productivity, innovation and operational efficiency while reducing recruitment and attrition costs.
7	Labour and Human Rights	Risk	As a global CRDMO with operations in India and UK and an international supply chain, there is risk of labor rights violations (forced labor, child labor, discrimination) within operations or supply chain. Failure to uphold ILO Core Labor Standards can result in regulatory penalties, loss of customer contracts and reputational damage.	Human Rights Policy aligned with international standards, supplier code of conduct, grievance redressal mechanisms, anti-harassment frameworks and training programs for employees and suppliers.	Negative: Non-compliance may lead to regulatory penalties, reputational damage, operational disruption and potential loss of customers or partnerships.
8	Diversity, equity and Inclusion	Opportunity	A diverse and inclusive workforce drives innovation, enhances decision-making quality, expands talent pools and strengthens organizational resilience. It also meets increasing customer and investor ESG expectations. Gender diversity remains below target (14.9% vs 18% goal), indicating room for improvement.	NA	Positive: Diverse workforce enhances innovation, talent attraction and organizational resilience, contributing to improved long-term business performance.
9	Ethics and Code of Conduct	Risk	Operating in highly regulated pharmaceutical markets globally, any breach of ethical standards — including corruption, bribery, conflict of interest, or anti-competitive behaviour — can result in regulatory penalties, loss of business licenses, reputational damage and exclusion from global supply chains.	Code of Business Conduct & Ethics, Anti-Bribery and Anti-Corruption (ABAC) policy, whistleblower mechanism, ethics training programs and Board-level oversight of ethical compliance.	Negative: Ethical breaches may result in legal penalties, reputational damage, loss of contracts and exclusion from global supply chains.
10	Compliance – regulatory, quality & Product responsibility	Risk	As a CRDMO serving global pharmaceutical companies, Sai Life Sciences must comply with stringent regulatory requirements (FDA, EMA, CDSCO) and quality standards (GMP, GLP, ICH). Non-compliance can result in regulatory actions, product recalls, loss of customer relationships and significant financial penalties. Product responsibility also includes IP protection and data privacy.	Strong quality management systems aligned with global regulatory standards (e.g., GMP), internal audits, supplier compliance monitoring and robust data integrity and cybersecurity measures.	Negative: Non-compliance with regulatory or quality standards may result in fines, product recalls, operational shutdowns, or loss of customer trust.

SECTION B:

Management and Process Disclosures

Disclosure Questions		P1	P2	P3	P4	P5	P6	P7	P8	P9															
Policy and management processes																									
1.	a.	Whether the Company's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	Yes															
	b.	Has the policy been approved by the Board? (Yes/No)		No	No	No	No	No	No	No															
	c.	Weblink of the policies, if available		1. (principle 3,4,5,8) Equal Opportunity policy for persons with disabilities 2. (principle 1,7) Anti Corruption and Anti Bribery 3. (principle 1,2,9) Code of Supplier Conduct and Ethics Policy 4. (principle 1,4,5,8) Social Accountability policy 5. (principle - 9) Corporate Privacy Notices 6. (principle - 3,9) Corporate Privacy Policy 7. (principle- 3,4,5,8) Diversity, equity and Inclusion policy 8. (principle - 1,7) Code of Conduct & Ethics Framework 9. (principle - 3,5) Sexual Harassment Policy 10. (Principle 2,4,6,8) Sustainability Procurement policy 11. (principle 1,7,9) Code of business conduct and ethics policy 12. (principle -3,4,5,8) Human rights Implementation Guidelines 13. (principle -2,6) HSE&S policy implementation Guidelines 14. (Principle -2,3,6) Health, Safety, Environmental and Sustainability policy 15. (principle 2,6) Climate Transition plan (FY 2025-35) 16. (principle 4,6) Climate risk & Opportunities report																					
2.	Whether the Company has translated the policy into procedures. (Yes/No)		Yes	No	No	No	No	No	No	No															
3.	Do the enlisted policies extend to the Company's value chain partners? (Yes/No)		Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes															
4.	Name of the national and international codes/ certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by the Company and mapped to each principle.		Principle 1: ISO 37001 (Anti-Bribery Management Systems) ISO27000 (Information Management System) Principle 2,3,5 : SA 8000(Social Accountability) Principle 3: ISO 45001:2018 - Occupational Health & Safety Management System Principle 4: ISO 28000 – Security Management Systems for Supply Chain ISO 20400 – Sustainable Procurement Principle 6: ISO 14001:2015 - Environmental Management System, ISO 50001-Energy Management System Principle 9: ISO 27001 - Information Security Management System for data protection and operational integrity																						
5.	Specific commitments, goals and targets set by the Company with defined timelines, if any.		<table><tr><th>BRSR / NGRBC Principle</th><th>Target</th><th>Baseline</th><th>Target Year</th><th>Progress % (FY 2025-26)</th></tr><tr><td>Principle 2</td><td>Increase products under circular economy model by 10%</td><td>FY 2024-25</td><td>2035</td><td>0%</td></tr><tr><td>Principle 3</td><td>Zero harm – no fatalities or serious injuries - Ongoing</td><td>Annual</td><td>Ongoing</td><td>0 incidents</td></tr></table>								BRSR / NGRBC Principle	Target	Baseline	Target Year	Progress % (FY 2025-26)	Principle 2	Increase products under circular economy model by 10%	FY 2024-25	2035	0%	Principle 3	Zero harm – no fatalities or serious injuries - Ongoing	Annual	Ongoing	0 incidents
BRSR / NGRBC Principle	Target	Baseline	Target Year	Progress % (FY 2025-26)																					
Principle 2	Increase products under circular economy model by 10%	FY 2024-25	2035	0%																					
Principle 3	Zero harm – no fatalities or serious injuries - Ongoing	Annual	Ongoing	0 incidents																					

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
6. Performance of the Company against the specific commitments, goals and targets along with reasons, in case the same are not met.	BRSR / NGRBC Principle	Target			Baseline	Target Year			Progress % (FY 2025- 26)
	Principle 9	Develop local supplier base to 30% procurement			FY 2024-25	FY 2029-30			78%
	Principle 9	Achieve 5% procurement spend with diverse & inclusive suppliers			FY 2024-25	FY 2029-30			In Progress
	Principle 5	Resolution of 100% human rights complaints within 60 days - Ongoing			Annual	Ongoing			100%
	Principle 6	15% reduction in freshwater use			FY 2023-24	FY 2028-29			-11.80%
	Principle 6	50% water recycling			FY 2023-24	FY 2028-29			43%
	Principle 6	100% diversion from landfills (circular economy)			FY 2023-24	FY 2028-29			99.90%
	Principle 6	Scope 1 & 2 Absolute GHG reduction: 58.8%			FY 2023-24	FY 2034-35			0.55%
	Principle 6	Scope 3 GHG reduction: 63.8% per unit value added			FY 2023-24	FY 2034-35			In Progress
	Principle 6	Transition to 80% renewable energy across operations			FY 2021-22	FY 2029-30			80%
	Principle 6	90% reduction in emissions via DHL Go Green Plus			FY 2023-24	FY 2034-35			52%
	Principle 6	100% site certification for ISO 14001 & ISO 45001 (Indian sites)			FY 2023-24	FY 2026-27			100%
	Principle 9	ESG assessments for 100% critical suppliers			FY 2024-25	FY 2027-28			83.30%

Governance, leadership and oversight

7. Statement by Director, responsible for the Business Responsibility Report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)

At Sai Life Sciences, we recognise that our long-term success is intrinsically linked to the way we conduct our business responsibly towards our people, communities and the environment. Sustainability is integrated into our business model, guiding our approach to safety, responsible sourcing, energy efficiency, quality and regulatory compliance across all our operations.

As we continue to scale our business, our focus remains on strengthening our ESG performance by investing in safe and efficient operations, fostering an inclusive workplace where scientific talent is nurtured and promoting continuous professional development. We remain committed to upholding the highest standards of governance and operational excellence while creating long-term value for all stakeholders.

Our approach is guided by the values of Shraddha and Saburi, which inspire conviction in our actions and patience in our execution. These principles shape our decisions, strengthen stakeholder relationships and reinforce our responsibility to grow sustainably while maintaining the trust of our stakeholders.

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy(ies).	The implementation and oversight of the Company's Business Responsibility policies are governed by the Corporate Social Responsibility and Sustainability Committee. The Committee serves as the apex governance body responsible for overseeing the Company's sustainability agenda, monitoring compliance with applicable regulatory requirements and reviewing the effectiveness of Business Responsibility and ESG-related policies and practices. It provides strategic direction on environmental, social and governance (ESG) priorities, oversees the implementation of sustainability initiatives across the organisation and periodically reviews performance to ensure alignment with the Company's long-term business strategy and stakeholder expectations. The Committee also guides the integration of responsible business practices into business operations and decision-making, fostering continuous improvement in sustainability performance.								
9. Does the Company have a specified Committee of the Board/Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.	Yes, the Corporate social Responsibility and Sustainability Committee is responsible for decision-making on sustainability-related issues. In addition, the Risk Management Committee also assesses risks pertaining to specific principles of business responsibility as identified by the Committee.								
10. Details of review of NGRBCs by the Company:									

Subject for review	Indicate whether review was undertaken by Director/ Committee of the Board/any other Committee									Frequency (Annually/Half yearly/Quarterly/ Any other – please specify)								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	The Corporate social Responsibility and Sustainability Committee of the Board assesses the Business Responsibility (BR) and ESG performance of the Company at least twice on yearly basis and reports to the Board. The Board assesses the report on BR on an annual basis based on the recommendation of the CSR and Sustainability Committee.									Need basis								
Compliance with statutory requirements of relevance to the principles and, rectification of any non-compliances	The Board reviews the status of compliance with all applicable statutory requirements on a quarterly basis.									Quarterly								

11. Has the entity carried out independent assessment / evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide the name of the agency.	P1	P2	P3	P4	P5	P6	P7	P8	P9
	Policies and procedures relevant to corporate Governance are assessed by EY								

12. If answer to question (1) above is 'No' i.e. not all Principles are covered by a Policy, reasons to be stated:

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
The entity does not consider the Principle material to its business (Yes/ No)	Not Applicable								
The entity is not at a stage where it is in a position to formulate and implement the policies on specified principles (Yes/No)									
The entity does not have the financial or/human and technical resources available for the task (Yes/No)									
It is planned to be done in the next financial year (Yes/No)									
Any other reason (please specify)									

SECTION C:**Principle* Wise Performance Disclosure****Principle 1:**

Businesses should conduct and govern themselves with integrity and in a manner that is Ethical, Transparent and Accountable.

Essential Indicator:**1. Percentage coverage by training and awareness programmes on any of the principles during the financial year:**

Segment	Total number of training and awareness programmes held	Topics/principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	1	Code of Conduct, Anti-Bribery and Anti-Corruption	100%
Key Managerial Personnel	1		100%
Employees other than Board of Directors and KMPs	23	All employees undergo various training programs throughout the year. Training was undertaken on various topics/aspects, namely Code of Ethics, Information Security, POSH, Remote Workforce, Data Integrity, HSE and Sustainability	100%
Workers	1	All Policies	100%

2. Details of fines /penalties/punishment/award/compounding fees/settlement amount paid in proceedings (by the entity or by Directors/KMPs) with regulators/law enforcement agencies/judicial institutions, in the financial year:

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine					
Settlement			Nil		
Compounding fee					

Non-Monetary				
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment			Nil	
Punishment				

3. Of the instances disclosed in Question 2 above, details of the Appeal/Revision preferred in cases where monetary or non-monetary action has been appealed.

Case Details	Name of the regulatory/ enforcement agencies/ judicial institutions
	Nil

4. Does the Company have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy

The Company upholds the highest standards of ethical conduct through the implementation of stringent [Anti-Bribery and Anti-Corruption](#) (ABAC) provisions, complemented by robust Anti-Money Laundering (AML) measures. These frameworks reinforce the Company's zero-tolerance approach toward unethical behaviour and unlawful activities.

To strengthen governance practices, the Company has conducted a comprehensive corruption risk assessment across its operations, enabling a structured approach to risk identification and mitigation in alignment with the principles of the ISO 37001 Anti-Bribery Management System.

Further, the Company has instituted strong internal controls and established procedures to proactively address potential corruption risks. During the reporting period, awareness and training programmes on relevant policies and ethical business practices were conducted, resulting in 100% coverage of governance body members, employees and business partners across all categories and regions.

5. Number of Directors/KMPs/employees/workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	FY 2025-26	FY 2024-25
Directors	0	0
KMPs	0	0
Employees	0	0
Workers	0	0

6. Details of complaints with regard to conflict of interest

	FY 2025-26		FY 2024-25	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	0	0	0	0
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	0	0	0	0

7. Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflict of interest.

NA

8. Number of days of accounts payables ((Accounts payable *365) / Cost of goods/services procured) in the following format:

	FY 2025-26 (INR Million)	FY 2024-25 (INR Million)
i) Accounts payables	3,069	3,327
ii) Cost of goods/services procured	9,355	7,660
iii) Number of days of accounts payables	120	158

9. Open-ness of business :

Provide details of concentration of purchases and sales with trading houses, dealers and related parties along-with loans and advances & investments, with related parties, in the following format:

Parameter	Metrics	FY 2025-26	FY 2024-25
Concentration of Purchases*	a. Purchases from trading houses as % of total purchases	39%	Not Available
	b. Number of trading houses where purchases are made from	102	Not Available
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	62%	Not Available
Concentration of Sales**	a. i) Sales to dealer / distributors as % of total sales	NA	NA
	b. Number of dealers / distributors to whom sales are made	NA	NA
	c. Sales to top 10 dealers / distributors as % of total sales to dealer / distributors	NA	NA
Share of RPTs in	a. Purchases (Purchases with related parties as % of Total Purchases)	2.0%	2.2%
	b. Sales (Sales to related parties as % of Total Sales)	0.2%	0.5%
	c. Loans & advances given to related parties as % of Total loans & advances	NA	NA
	d. Investments in related parties as % of Total Investments made	97%	98%

*Raw material suppliers are covered.

**The Company does not operate through any dealer or distributor network for sale of its services or products. All revenues are generated through direct business-to-business (B2B) client engagements and accordingly, the disclosure relating to concentration of sales through dealers/distributors is not applicable to the Company.

Leadership Indicators

1. Awareness programmes conducted for value chain partners on any of the Principles during the financial year:

Total number of awareness programmes held	Topics/principles covered under the training	%age of value chain partners covered (by value of business done with such partners) under the awareness programmes
2	Empowering Climate Action: ESG capacity building for suppliers	100%

2. Does the entity have processes in place to avoid/manage conflict of interests involving members of the Board? (Yes/No) If yes, provide details of the same.

Yes, the Company has put in place a robust framework to ensure ethical business practices and to manage any potential conflicts of interest. This framework consists of two key policies - the "Code of Conduct for Board of Directors and Senior Management Personnel" and the "Policy on Related Party Transactions". These policies are mandatory for all board members and are designed to provide a clear process to prevent, manage and mitigate any conflicts of interest. Transactions with the board members or any entity in which such board members are concerned or interested are required to be approved by the Audit Committee and the Board of Directors. In such cases, the interested directors abstain from the discussions at the meeting.

Principle 2:

Business should provide goods and services in a manner that is sustainable and safe

Essential Indicator:

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of products and processes to total R&D and capex investments made by the entity, respectively.

Segment	FY 2025-26	FY 2024-25	Details of improvements in environmental and social impacts
R & D	NA	NA	Nil
Capex	Nil	Nil	Nil

Note: Sai is in the business of performing contract research, development & manufacturing activities on behalf of its clients on a contract basis. Sai does not incur any research & development expenditure on its own.

2. a. Does the entity have procedures in place for sustainable sourcing? (Yes/No)

Yes, the entity has a Sustainable Procurement Policy in place, which outlines procedures and guidelines for responsible and sustainable sourcing across its supply chain. The policy incorporates environmental, social, ethical and governance considerations into procurement practices and encourages suppliers and business partners to align with the Company's sustainability and compliance standards.

Further, the entity promotes responsible sourcing through supplier assessments, adherence to ethical business practices and compliance with applicable environmental, health & safety and labour-related requirements, thereby supporting the development of a sustainable and resilient supply chain ecosystem.

b. If yes, what percentage of inputs were sourced sustainably?

100% (Critical suppliers covered under our ESG Audit and SA8000 assessment).

3. Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste.

(a) Plastics (including packaging)	Plastic waste, including packaging materials, is segregated at source and routed to authorised recyclers for recycling and resource recovery.
(b) E-waste	E-waste, such as electronic components and batteries, is collected separately and disposed of through authorised e-waste recyclers in compliance with regulatory guidelines. This ensures safe dismantling, material recovery and environmentally sound disposal.
(c) Hazardous waste	Hazardous waste is managed through a structured hierarchy including recycling, co-processing and pre-processing. Waste streams are analysed for physical and chemical properties before disposal. Most hazardous waste is co-processed in cement kilns for energy recovery, while solvents are sent to authorised recyclers. Waste is stored in approved containers, detoxified as per MSDS guidelines and tracked until final disposal to ensure regulatory compliance.
(d) other waste.	Non-hazardous waste such as paper, cardboard, metals and organic waste is segregated and managed through reuse, recycling, or repurposing. Organic waste is processed in digesters to produce compost for greenbelt development, while scrap materials such as metal drums are repurposed. Recyclable materials are sent to authorised recyclers to minimise landfill disposal.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.

Yes, Extended Producer Responsibility (EPR) is applicable to the Company under the Plastic Waste Management Rules, 2016. The Company's waste collection and management practices for plastic packaging waste, including HDPE carboys and liners, are aligned with the EPR plan submitted to the Pollution Control Boards. Plastic packaging waste is segregated and channelled to authorised recyclers to ensure responsible recycling and regulatory compliance.

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective / Assessments (LCA) for any of its products (for manufacturing industry) or for its services (for service industry)? If yes, provide details in the following format?

NIC Code	Name of Product / Service	% of total Turnover contributed	Boundary for which the Life Cycle Perspective / Assessment was conducted	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No) If yes, provide the web-link.

NA*

*We conduct Life Cycle Assessments (LCAs) based on specific customer requests. However, considering the nature of our CRDMO business model and confidentiality obligations, detailed results and disclosures are not publicly shared.

2. If there are any significant social or environmental concerns and/or risks arising from production or disposal of your products / services, as identified in the Life Cycle Perspective / Assessments (LCA) or through any other means, briefly describe the same along-with action taken to mitigate the same.

Name of Product / Service	Description of the risk / concern	Action Taken

NA

3. Percentage of recycled or reused input material to total material (by value) used in production (for manufacturing industry) or providing services (for service industry).

Indicate input material	Recycled or re-used input material to total material	
	FY 2025-26	FY 2024-25
Raw Material (Solvent)	240.1	294.6

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled and safely disposed, as per the following format:

	FY 2025-26			FY 2024-25		
	Re-used	Recycled	Safely Disposed	Re-used	Recycled	Safely Disposed
Plastics (including packaging)	NA*					
E-waste						
Hazardous waste						
Other waste						

*The Company does not reclaim products or packaging materials at end-of-life, as the Company operates as a CRDMO providing research, development and manufacturing services for pharmaceutical innovators. Accordingly, there is no data to report under reuse, recycle, or safe disposal categories.

5. Reclaimed products and their packaging materials (as percentage of products sold) for each product category.

Indicate product category	Reclaimed products and their packaging materials as % of total products sold in respective category
Nil	Nil

Principle 3:

Business should respect and promote the wellbeing of all employees, including those in their value chains

Essential indicators:

1. A. Details of measures for the well-being of employees:

Category	% of employees covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
	Permanent employees										
Male	3,228	3,228	100%	3,228	100%	-	-	3,228	100%	3,228	100%
Female	568	568	100%	568	100%	568	100%	-	-	568	100%
Total	3,806	3,806	100%	3,806	100%	568	15%	3,228	85%	3,806	100%
	Other than Permanent employees										
Male	NA										
Female											
Total											

- b. Details of measures for the well-being of workers:

Category	% of workers covered by										
	Total (A)	Health insurance		Accident insurance		Maternity benefits		Paternity benefits		Day Care facilities	
		Number (B)	% (B / A)	Number (C)	% (C / A)	Number (D)	% (D / A)	Number (E)	% (E / A)	Number (F)	% (F / A)
	Permanent Workers										
Male	NA										
Female											
Total											
	Other than Permanent Workers										
Male	1,235	1,235	100%	NA							
Female	80	80	100%								
Total	1,315	1,315	100%								

c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

	FY 2025-26	FY 2024-25
i) Cost incurred on wellbeing measures as a % of total revenue of the company	1.21%	1.37%

2. Details of retirement benefits, for Current and Previous Financial Year.

Benefits	FY 2025-26			FY 2024-25		
	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	No. of workers covered as a % of total workers	Deducted and deposited with the authority (Y/N/N.A.)
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	Yes
ESI	100%	100%	Yes	100%	100%	Yes
Others- please specify	NA	NA	NA	NA	NA	NA

3. Accessibility of workplaces

Are the premises/offices of the Company accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the Company in this regard.

Yes, we are committed to fostering inclusion for persons with disabilities and addressing the stereotypes they face by raising awareness both within and outside our organization. We promote equal opportunities by ensuring that our workplaces, policies, HR systems, tools and processes are accessible and supportive.

4. Does the Company have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy.

Yes, is committed to fostering an inclusive, diverse and equitable workplace by ensuring equal opportunities for all employees and applicants, including persons with disabilities, in line with the provisions of the Rights of Persons with Disabilities Act, 2016. Through its Diversity Agenda and Action Plan, the Company promotes a work environment that is free from discrimination and supports fair treatment across all aspects of employment, including recruitment, learning and development, career progression, compensation and workplace participation.

The Company's approach focuses on creating an accessible and supportive workplace that values diversity in gender, background, capabilities and perspectives. The policy framework encourages inclusion through awareness initiatives, employee engagement practices and equal opportunity measures designed to enhance participation and representation across the workforce. Sai Life Sciences also strives to build a culture of respect, dignity and belonging, ensuring that employees, including persons with disabilities and other underrepresented groups, are provided with equal access to opportunities, resources and professional growth.

Through the implementation of its Diversity Agenda and Action Plan, the Company aims to strengthen workplace diversity, promote inclusive decision-making and create long-term social value while aligning its people practices with applicable legal and regulatory requirements. 2016.

5. Return to work and, Retention rates of permanent employees and workers that took parental leave.

Gender	Permanent employees		Permanent workers	
	Return to work rate	Retention Rate	Return to work rate	Retention Rate
Male	100%	89%	NA	NA
Female	93%	89%	NA	NA
Total	99%	89%	NA	NA

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and worker? If yes, give details of the mechanism in brief.

	Yes/No (If yes, then give details of the mechanism in brief)
Permanent workers	NA
Other than permanent workers	Yes, Contract workers and other non-permanent workers are covered under the Grievance Redressal Policy. They can raise concerns through formal grievance channels or anonymous complaint boxes. Grievances are reviewed by designated management representatives and Grievance Redressal Committees, with safeguards for confidentiality and protection against retaliation.
Permanent employees	Yes, Permanent employees can report grievances related to employment conditions, workplace conduct, discrimination, health and safety, welfare facilities and workplace harassment through a structured grievance redressal process. The mechanism includes multiple levels of escalation, committee review, defined resolution timelines, confidentiality provisions and protection against victimisation or retaliation.
Other than permanent employees	Yes, the grievance mechanism is also available to temporary employees, consultants, interns and other non-permanent personnel. Concerns may be raised through managers, HR representatives, or anonymous grievance complaint boxes. Dedicated Grievance Redressal Committees investigate and resolve grievances in a fair, transparent and confidential manner.

7. Membership of employees and workers in association(s) or Unions recognised by the listed entity:

Category	FY 2025-26			FY 2024-25		
	Total employees/ workers in respective category (A)	No. of employees / workers in respective category, who are part of association(s) or Union (B)	%(B/A)	Total employees/ workers in respective category (C)	No. of employees / workers in respective category, who are part of association(s) or Union (D)	%(D/C)
Total Permanent Employees	3,909	0	0	3,439	0	0
- Male	3,317	0	0	2,959	0	0
- Female	592	0	0	480	0	0
Total Permanent Workers	1,315	0	0	1,233	0	0
- Male	1,235	0	0	1,181	0	0
- Female	80	0	0	52	0	0

Note: The Company does not have a recognized employee union. However, in line with its policy, employees are encouraged to form associations. A Workers' Committee, comprising an equal number of employee and worker representatives, is in place. Quarterly meetings are conducted to deliberate on working conditions, health and safety and other grievances.

8. Details of training given to employees and workers:

Category	FY 2025-26					FY 2024-25				
	Total (A)	On health and safety measures		On skill upgradation		Total (D)	On health and safety measures		On skill upgradation	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
	Employees*									
Male	3,238	3,238	100%	1,546	47.75%	2,902	2,902	100%	1,468	50.59%
Female	568	568	100%	568	100%	468	468	100%	449	96%
Total	3,806	3,806	100%	2,351	61.77%	3,370	3,370	100%	1,917	56.88%
	Workers									
Male	1,235	1,235	100%	0	0%	1,181	1,181	100%	0	0%
Female	80	80	100%	0	0%	52	52	100%	0	0%
Total	1,315	1,315	100%	0	0%	1,233	1,233	100%	0	0%

*This disclosure includes only permanent employees.

9. Details of performance and career development reviews of employees and workers:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	3,238	2,666	82.33%	2,902	2,064	71.12%
Female	568	389	68.49%	468	301	64.32%
Total	3,806	3,055	80.27%	3,370	2,365	70.18%
Workers						
Male	NA					
Female						
Total						

Note: This disclosure includes only permanent employees & Workers.

10. Health and Safety Management System:

a. Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, what is the coverage*?

Yes, the Company has implemented a comprehensive Occupational Health and Safety Management System (OHSMS) through its Health, Safety, Environment and Sustainability (HES&S) Policy, supported by detailed implementation frameworks, standard operating procedures and monitoring mechanisms. The system is designed to ensure safe, healthy and responsible working conditions for employees, contractors and other stakeholders across all manufacturing, research and corporate locations. Its coverage extends to research laboratories, manufacturing facilities, warehouses, utilities, engineering operations and support functions.

The OHSMS framework focuses on hazard identification, risk assessment, incident prevention, emergency preparedness, safe handling of chemicals and hazardous materials, occupational health monitoring, contractor safety management and continuous employee training and awareness. Regular safety audits, inspections, behavioural safety initiatives and compliance reviews are conducted to strengthen workplace safety culture and drive continuous improvement in operational health and safety performance across all sites.

The Company's HES&S Policy is guided by the objective of achieving "zero harm", with a strong emphasis on preventing fatalities, serious injuries, occupational illnesses and unsafe incidents. The policy also incorporates broader sustainability priorities, including mission-driven emission reduction targets and strengthened customer health and safety practices, thereby integrating safety and sustainability into the Company's overall business strategy.

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity?

The Company follows a proactive and structured approach towards identifying work-related hazards and assessing occupational health and safety risks across its operations. Hazard identification and risk assessment processes are integrated into routine operational activities as well as non-routine tasks, including maintenance activities, equipment handling, shutdown procedures and project-related work. These processes are guided by established Health, Safety, Environment and Sustainability (HES&S) procedures and standard operating protocols implemented across sites.

Workplace risks are identified through regular site inspections, internal audits, safety observations, process safety reviews and periodic risk assessments conducted by cross-functional teams. The Company undertakes evaluations of operational processes, machinery, chemical handling practices and workplace conditions to identify potential hazards and implement appropriate corrective and preventive measures. Emergency preparedness assessments and incident investigations are also conducted to strengthen risk mitigation and operational resilience.

The Company further encourages active employee participation in maintaining a safe workplace through Health, Safety and Environment (HSE) committees, behavioural safety initiatives and near-miss reporting mechanisms. Employees and contractors are encouraged to report unsafe conditions, incidents and potential hazards, enabling timely corrective action and continuous improvement in workplace safety performance. Regular training, awareness programmes and safety reviews support the ongoing enhancement of the Company's occupational health and safety management practices.

c. Whether you have processes for workers to report work related hazards and to remove themselves from such risks. (Y/N)

Yes. The Company has established processes and reporting mechanisms that enable employees and workers to identify, report and escalate work-related hazards, unsafe conditions and safety concerns across its operations. Workers are encouraged to actively participate in maintaining workplace safety through structured Health, Safety and Environment (HSE) committees, safety observations and near-miss reporting systems, which facilitate timely identification and resolution of potential risks.

Employees and workers can report hazards through multiple channels, including supervisory reporting, safety meetings, inspections and formal incident reporting mechanisms. Reported concerns are reviewed by relevant HSE teams and management and corrective and preventive actions are implemented to eliminate or mitigate identified risks. The Company also promotes a culture of open communication and accountability to strengthen workplace safety and encourage proactive risk reporting.

Further, the Company's safety practices empower workers to remove themselves from situations that may pose an imminent risk to their health or safety without fear of retaliation. Regular training and awareness programmes are conducted to ensure that employees and contractors understand workplace hazards, emergency response procedures and their responsibilities towards maintaining a safe and healthy working environment.

d. Do the employees/ workers of the entity have access to non-occupational medical and healthcare services? (Yes/ No)

Yes. The Company provides employees and workers with access to medical and healthcare support services as part of its commitment to promoting employee health, safety and overall well-being. Healthcare support is extended across operational locations to ensure timely medical assistance and preventive care for employees and workers.

The Company facilitates access to occupational as well as non-occupational healthcare services through on-site medical support, health check-up programmes, emergency medical assistance and tie-ups with external healthcare facilities, wherever required. Employees are also supported through wellness initiatives, awareness programmes and preventive healthcare measures aimed at promoting physical and mental well-being.

In addition, the Company continues to strengthen its employee well-being practices by fostering a safe and healthy work environment, encouraging health awareness and ensuring access to appropriate medical care and support services for employees and workers across its operations.

11. Details of safety related incidents, in the following format:

Safety Incident /Number	Category	FY 2025-26	FY 2024-25
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0	0
	Workers	0	0
Total recordable work-related injuries (First-Aid cases)	Employees	13	6
	Workers	0	0
No. of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

The Company ensures a safe and healthy workplace through its Health, Safety, Environment and Sustainability (HSE&S) Policy, which focuses on hazard identification, risk assessment and incident prevention across operations. Occupational health programmes, process safety controls and emergency preparedness measures are implemented to protect employees. The safety management system is also extended to contractors and vendors through safety orientations, audits and periodic performance monitoring.

13. Number of Complaints on the following made by employees and workers:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Working Conditions	0	0		0	0	
Health & Safety	37	0		54	0	

14. Assessments for the year:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	100%
Working Conditions	100%

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.

Nil

Leadership Indicators

1. Does the entity extend any life insurance or any compensatory package in the event of death of (A) Employees (Y/N) (B) Workers (Y/N).

Yes, the Company provides coverage through group insurance and employee benefit programmes, which may include, accidental insurance, medical insurance and other compensatory support mechanisms in line with applicable laws, internal policies and employment terms. These benefits are aimed at ensuring financial security and welfare support for employees and workers and their dependents.

Further, the Company provides compensation and support packages on a case-by-case basis, with eligibility and benefits determined solely by Management based on individual circumstances.

2. Provide the measures undertaken by the entity to ensure payment of statutory dues by the value chain partners.

The Company has adequate mechanisms to ensure that requisite statutory dues, as applicable to the transactions of the Company with its value chain partners, are deducted and deposited in accordance with the applicable regulations and reviewed as per regular audit processes. The Company also collects necessary certificates and proofs from its contractors with respect to payment of statutory dues like PF, ESIC, etc., relating to contractual employees and workers. The Company also sets clear expectations with its value chain partners to abide by labour laws, human rights and regulations based on the nature of the business.

3. Provide the number of employees/workers having suffered grave consequences due to work-related injury/ill-health/fatalities (as reported in Q11 of Essential Indicators above), who are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total No. of affected employees/workers		No. of employees/workers that are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment	
	FY 2025-26	FY 2024-25	FY 2025-26	FY 2024-25
Employees	0	0	0	0
Workers	0	0	0	0

4. Does the entity provide transition assistance programs to facilitate continued employability and the management of career endings resulting from retirement or termination of employment? (Yes/ No)

No

5. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Health and safety practices	100%
Working Conditions	100%

Note: Assessment done for critical suppliers.

6. Provide details of any corrective actions taken or underway to address significant risks/concerns arising from assessments of health and safety practices and working conditions of value chain partners.

Nil

Principle 4:

Business should respect the interests of and be responsive to all its stakeholders

Essential indicators

1. Describe the processes for identifying key stakeholder groups of the Company.

Sai Life Sciences identifies key stakeholder groups through a structured stakeholder mapping and materiality assessment process. Stakeholders are identified based on their influence on the Company's operations and the extent to which they are impacted by its activities. The key groups include employees, customers, suppliers and partners, investors, regulators, communities and industry bodies. The Company engages with these stakeholders through surveys, meetings, consultations and regular interactions to understand their expectations and incorporate their inputs into sustainability strategy and reporting.

2. List stakeholder groups identified as key for the Company and the frequency of engagement with each stakeholder group.

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others- please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Investors / Shareholders	No	Investors calls, annual general meetings, annual report, stock exchange disclosures	Quarterly / Annually	To provide transparency on the Company's financial and ESG performance, long-term strategy, governance practices and risk management approach. These engagements help address stakeholder concerns, discuss emerging risks and opportunities and strengthen accountability through open communication. They also support alignment on sustainability priorities, regulatory compliance and long-term value creation.
Customers	No	Customer meetings, audits, surveys, contractual communications	Ongoing/ Quarterly	To understand customer expectations and ensure compliance with quality, regulatory, delivery and sustainability requirements. These engagements help strengthen customer relationships, improve operational performance, address concerns in a timely manner and support continuous improvement in products, services and business practices.
Suppliers and Business Partners	No	Supplier meetings, audit, contracts, emails	Annual / AS Required	To ensure continuity of supply, adherence to quality and ESG standards, ethical business practices and delivery performance. These engagements help strengthen supplier relationships, improve supply chain reliability, address operational and compliance-related concerns and promote responsible and sustainable sourcing practices.
Government Bodies and agencies	No	Regulatory filings, inspections, statutory submissions, official correspondence	Annual / AS Required	To ensure compliance with applicable laws and regulations, licenses, permits, inspections and statutory reporting requirements. These engagements support regulatory alignment, timely compliance management, effective monitoring of legal obligations and proactive resolution of compliance-related issues while strengthening transparency and accountability.

Stakeholder Group	Whether identified as vulnerable & marginalised group (Yes/No)	Channels of communication (Emails, SMS, Newspapers, Pamphlets, Advertisements, Community Meetings, Notice Board, Website, Others)	Frequency of engagement (Annually, Half yearly, quarterly /others- please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Policy makers and Industry associations	No	Industry forums, consultations, working groups, policy submissions	Periodic/Event - based	To monitor regulatory and policy developments, contribute to industry dialogue and align with emerging standards. These engagements help the Company stay informed about evolving regulations, strengthen industry collaboration, support proactive compliance management and incorporate best practices into business and sustainability operations.
Local Communities	No	Community meetings, CSR initiatives and grievance redressal mechanisms	Ongoing / Annually	To address community concerns related to environmental impacts, employment opportunities, health and safety and local development initiatives. These engagements help strengthen community relationships, understand local needs and expectations, support inclusive development and implement initiatives that contribute to the overall well-being of surrounding communities.
Employees	No	Town Halls, Internal Communication platforms, surveys and training programs	Ongoing / Quarterly	To enhance employee engagement, wellbeing, health and safety, learning and development and workplace culture. These engagements help foster an inclusive and positive work environment, support employee growth and satisfaction, address workplace concerns and strengthen overall organizational performance and retention.

Leadership Indicators

1. Provide the processes for consultation between stakeholders and the Board on economic, environmental and social topics or if consultation is delegated, how is feedback from such consultations provided to the Board.

Sai Life Sciences has established a structured stakeholder engagement framework to ensure transparent, inclusive and consistent consultation with key stakeholders on economic, environmental, social, governance and operational matters. The Company engages with a wide range of stakeholders including investors and shareholders, customers, employees, suppliers and business partners, government authorities, industry associations and local communities. Stakeholder identification and prioritisation are carried out through stakeholder surveys, cross-functional workshops, employee inputs, customer and regulator feedback, supplier assessments and community engagement mechanisms.

Stakeholder consultations are conducted by relevant functional teams such as Sustainability, HSE, HR, Finance, Corporate Secretary, CSR, Supply Chain Management, Regulatory Affairs and Business Development teams through various channels including investor calls, annual general meetings, customer meetings, supplier audits, employee town halls, surveys, regulatory submissions, community meetings, grievance redressal mechanisms and industry forums. These engagements are designed to understand stakeholder expectations and address concerns related to financial performance, governance, ESG priorities, compliance, operational performance, health and safety, sustainability practices and community impacts. All discussions, concerns raised and agreed action plans are documented through stakeholder registers, engagement logs, grievance trackers and prioritisation matrices.

Key insights and feedback from stakeholder engagements are periodically consolidated and reviewed by management through structured monitoring and reporting mechanisms. Significant stakeholder concerns, material ESG issues and high-severity grievances are escalated to senior management and integrated into ESG reviews, sustainability reporting processes, strategic planning and risk management discussions. The Company also undertakes annual reviews to evaluate the effectiveness of stakeholder engagement activities and incorporates stakeholder feedback into business strategy, governance practices, sustainability initiatives and decision-making processes, thereby enabling informed oversight by senior leadership and the Board.

2. Whether stakeholder consultation is used to support the identification and management of environmental and social topics (Yes / No). If so, provide details of instances as to how the inputs received from stakeholders on these topics were incorporated into policies and activities of the entity.

Yes. Stakeholder consultations form an integral part of Sai Life Sciences' stakeholder engagement and materiality assessment processes, enabling the Company to identify and manage key environmental, social, governance and operational topics. The Company engages with stakeholders including employees, customers, suppliers, investors, government authorities, industry associations and local communities through structured mechanisms such as surveys, investor meetings, customer interactions, supplier assessments, employee town halls, regulatory engagements, community meetings and grievance redressal platforms. These engagements help the Company understand stakeholder expectations, emerging risks, sustainability priorities and material concerns relating to ESG performance, compliance, health and safety, operational practices and community impacts.

The inputs and feedback received from stakeholders are systematically documented, reviewed and integrated into the Company's sustainability strategies, ESG reporting processes, operational initiatives and risk management practices. Stakeholder consultations have contributed to the identification and prioritisation of material topics such as climate action, energy and water management, employee wellbeing, responsible supply chain practices, ethical business conduct and community development initiatives. The insights gathered are further used to strengthen sustainability policies, governance frameworks, engagement practices and ESG-related action plans and targets, ensuring alignment between stakeholder expectations and the Company's long-term business and sustainability objectives.

3. Provide details of instances of engagement with and actions taken to, address the concerns of vulnerable/ marginalized stakeholder groups.

The Company engages with local communities and other vulnerable or marginalized stakeholder groups through structured stakeholder engagement processes and Corporate Social Responsibility (CSR) initiatives across its areas of operation. Engagement is undertaken through community interactions, CSR programmes, local consultations and grievance redressal mechanisms to understand stakeholder concerns relating to environmental impacts, health and safety, employment opportunities and community development needs. These interactions enable the Company to identify material social issues and incorporate stakeholder feedback into its community engagement and development initiatives.

Based on community needs assessments and stakeholder inputs, the Company implements programmes focused on education, healthcare, skill development, livelihood enhancement, community wellbeing and infrastructure development. The Company also maintains appropriate grievance mechanisms to facilitate the timely and transparent resolution of community concerns, with significant matters escalated to relevant management levels when required. Through sustained stakeholder engagement and targeted social investments, the Company seeks to foster inclusive growth, strengthen community relationships and create long-term positive social impact in the regions where it operates.

Principle 5:

Business should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity, in the following format:

Category	FY 2025-26			FY 2024-25		
	Total (A)	No. of employees / workers covered (B)	% (B/A)	Total (C)	No. of employees / workers covered (D)	% (D/C)
Employees						
Permanent	3,806	3,806	100%	3,370	3,370	100%
Other than Permanent	103	103	100%	69	69	100%
Total Employees	3,909	3,909	100%	3,439	3,439	100%
Workers						
Permanent	0	0	0	0	0	0
Other than Permanent	1,315	1,315	100%	1,233	1,233	100%
Total Workers	1,315	1,315	100%	1,233	1,233	100%

2. Details of minimum wages paid to employees and workers, in the following format:

Category	FY 2025-26					FY 2024-25				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
	Employees									
Permanent										
Male	3,238	0	0%	3,238	100%	2,902	0	0%	2,902	100%
Female	568	0	0%	568	100%	468	0	0%	468	100%
Other than Permanent										
Male	79	0	0	79	100%	57	0	0%	57	100%
Female	24	0	0	24	100%	12	0	0%	12	100%
	Workers									
Permanent										
Male	0	0	0%	0	0%	0	0	0%	0	0%
Female	0	0	0%	0	0%	0	0	0%	0	0%
Other than Permanent										
Male	1,235	0	0%	1,235	100%	1,181	0	0%	1,181	100%
Female	80	0	0%	80	100%	52	0	0%	52	100%

3. Details of remuneration/salary/wages, in the following format:

a. The details are provided below:

	Male		Female	
	Number	Median remuneration / salary / wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	2	3.5	1	3.5
Key Managerial Personnel	3	41.7	1	5.1
Employees other than BoD and KMP	3,315	0.84	590	0.59
Workers	NA	NA	NA	NA

b. Gross wages paid to females as % of total wages paid by the entity, in the following format:

	FY 2025-26	FY 2024-25
Gross wages paid to females as % of total wages	14.19%	9.71%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business? (Yes/No)

At the Company, the Head of Human Resources is responsible for overseeing human rights commitments. The Company has established policies and procedures to prevent, identify and address any instances of human rights violations, ensuring fair and respectful treatment of all stakeholders. Any concerns or allegations related to breaches of the Code of Conduct, policies, regulations, or laws can be reported through established grievance mechanisms. All reported concerns are investigated promptly and impartially and appropriate corrective actions are taken to address violations and uphold the Company's ethical standards and reputation.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

The Company has established a comprehensive multi-level grievance redressal mechanism, supported by dedicated grievance committees, to ensure the timely, fair and transparent resolution of employee concerns. This mechanism is applicable to all categories of employees, including permanent, temporary, contractual employees, interns and consultants and addresses concerns related to discrimination, workplace harassment, health and safety, working conditions, human rights, employee welfare and ethical conduct. Employees are encouraged to raise concerns through multiple channels, including reporting managers, HR representatives, formal grievance mechanisms and anonymous grievance complaint boxes available across Company locations.

The grievance redressal process follows a structured escalation framework involving reporting managers, department heads and Site HR Heads, with oversight and support from empowered grievance committees responsible for reviewing and resolving concerns within defined timelines. The mechanism is designed to ensure confidentiality, protection against retaliation and equitable treatment of all complainants throughout the resolution process. Through these measures, the Company seeks to safeguard employee wellbeing, uphold human rights and promote sustainable development by fostering an inclusive, safe, respectful and ethical workplace culture.

6. Number of Complaints on the following made by employees and workers:

The details are provided below:

	FY 2025-26			FY 2024-25		
	Filed during the year	Pending resolution at the end of the year	Remarks	Filed during the year	Pending resolution at the end of the year	Remarks
Sexual Harassment	1	0	Nil	2	0	Nil
Discrimination at workplace	0	0		0	0	
Child Labour	0	0		0	0	
Forced Labour/Involuntary Labour	0	0		0	0	
Wages	0	0		0	0	
Other Human rights related issues	0	0		0	0	

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	FY 2025-26	PY 2024-25
i) Total Complaints reported under Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	1	2
ii) Female employees / workers	672*	480
iii) Complaints on POSH as a % of female employees / workers	0.15%	0.38%
iv) Complaints on POSH upheld	1	2

*Considered Female Employees and workers.

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases.

The Company has established a robust framework under its Sexual Harassment Policy to protect complainants, witnesses and other affected individuals from retaliation, victimisation, discrimination, or any form of unethical conduct. Complaints relating to sexual harassment may be reported through the Internal Complaints Committee (ICC), which has been constituted across operational locations in accordance with the provisions of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013. The policy is applicable to all employees, contract workers, trainees and third-party personnel and is designed to foster a safe, respectful, inclusive and harassment-free workplace environment.

All complaints received under the policy are addressed through a fair, impartial and confidential process. The Company ensures that the identity of the complainant is safeguarded throughout the investigation, with disclosure permitted only when necessary and with the prior concurrence of the complainant. The policy further provides protection against any form of retaliatory action during and after the investigation process and allows for the transfer of either the complainant or the respondent, where deemed appropriate. Based on the findings of the investigation, suitable disciplinary measures, including transfer, suspension, withholding of promotion, or termination of employment, may be undertaken against individuals found guilty of sexual harassment or retaliatory behaviour. Through these measures, the Company reaffirms its commitment to upholding employee dignity, workplace safety, equal opportunity and the highest standards of ethical conduct.

9. Do human rights requirements form part of your business agreements and contracts? (Yes/No)

Yes

10. Assessment for the year:

	% of the Company's plants and offices that were assessed (by the Company or statutory authorities or third parties)
Child Labour	100%
Forced Labour/Involuntary Labour	100%
Sexual Harassment	100%
Discrimination at workplace	100%
Wages	100%
Other- please specify	0%

11. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 10 above.

Nil

Leadership Indicators -

1. Details of a business process being modified / introduced as a result of addressing human rights grievances/complaints.

No grievances or complaints related to human rights issues were reported during the financial year. The Company's commitment to the protection and promotion of human rights is embedded across its operations through its Human Rights Policy, which affirms adherence to key principles including equal opportunity, non-discrimination, diversity and inclusion, occupational health and safety, freely chosen employment, fair wages and benefits, data privacy and corporate social responsibility. Through this policy and related governance mechanisms, the Company seeks to foster a respectful, inclusive and ethical work environment while upholding the rights and dignity of all stakeholders.

2. Details of the scope and coverage of any Human rights due diligence conducted.

The Company has strengthened its commitment to human rights through the implementation of a dedicated Human Rights Policy aligned with internationally recognized frameworks and principles, including the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, the International Bill of Human Rights and the Universal Declaration of Human Rights (UDHR). Supported by the Company's Code of Conduct and Supplier Code of Conduct, the policy integrates respect for fundamental human rights across its operations, business relationships and supply chain. Through this framework, the Company seeks to uphold ethical business practices and promote an inclusive, equitable and sustainable operating environment for all stakeholders.

3. Is the premise/office of the entity accessible to differently abled visitors, as per the requirements of the Rights of Persons with Disabilities Act, 2016?

Yes. Our offices and operating facilities are accessible to differently abled visitors and employees, in line with applicable requirements of the Rights of Persons with Disabilities Act, 2016. Basic accessibility provisions such as accessible restrooms, ramps, elevators/lifts, designated parking spaces and barrier-free access to key areas are available at our premises to support ease of access and mobility. We continuously strive to improve accessibility and provide an inclusive environment for all visitors, employees and other stakeholders.

4. Details on assessment of value chain partners:

	% of value chain partners (by value of business done with such partners) that were assessed
Sexual Harassment	100%
Discrimination at workplace	100%
Child Labour	100%
Forced Labour/Involuntary Labour	100%
Wages	100%
Others – please specify	0%

5. Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 4 above.

NIL

Principle 6:

Business should respect and make efforts to protect and restore the environment.

Essential indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format:

Parameter	FY 2025-26 (GJ)	FY 2024-25 (GJ)
From renewable sources		
Total electricity consumption (A) (Grid-Renewable power)	1,76,917	94,117.15
Total fuel consumption (B)	1,076	0
Energy consumption from other sources (C)	0	0
Total energy consumed from renewable sources (A+B+C)	1,77,993	94,117.15
From non-renewable sources		
Total electricity consumption (D) (Grid)	45,289	77,437.75
Total fuel consumption (E) (Diesel, Coal, Furnace Oil, Petrol & Natural Gas)	1,62,717	1,43,842
Energy consumption from other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	2,08,006	2,21,279.75

Total energy consumed (A+B+C+D+E+F)	3,85,999	3,15,631
Energy intensity per rupee of turnover (Total energy consumed / Revenue from operations) (GJ/₹)	0.000180	0.000104
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)* (GJ/USD)	0.003582	0.002323
Energy intensity in terms of physical output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	73.89	67.68
Note: Indicate if any independent assessment/evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	TUV India Private Limited	

2. Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.

NA

3. Provide details of the following disclosures related to water, in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kiloliters)		
(i) Surface water	0	0
(ii) Groundwater	1,02,390.35	87,114
(iii) Third party water	77,592.57	73,843
(iv) Seawater / desalinated water	0	0
(v) Others (Rainwater - pit)	3,985	5,371
Total volume of water withdrawal (in kilolitres) (i + ii + iii + iv + v)	1,83,967.92	1,66,328
Total volume of water consumption (in kilolitres)	1,47,614.13	1,36,145
Water intensity per rupee of turnover (Total water consumption / Revenue from operations) (KL/₹)	0.000067	0.000080
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP) (KL/USD)	0.00137	0.001799
Water intensity in terms of physical output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	28.26	29.58
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	TUV India Private Limited	

4. Provide the following details related to water discharged:

Parameter	FY 2025-26	FY 2024-25
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(ii) To Groundwater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iii) To Seawater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties	36,353.79	30,183
- No treatment	2,675.08	13,963
- With treatment (Process Effluent & Domestic Effluent)	33,678.71	16,220
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	36,353.76	30,183
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	TUV India Private Limited	

5. Has the Company implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation.

Yes, the company has implemented Zero Liquid Discharge (ZLD) systems at its Bidar Manufacturing facility.

6. Please provide details of air emissions (other than GHG emissions) by the Company, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
NOx	Tons	18.507	35.351
SOx	Tons	42.69	50.787
Particulate matter (PM)	Tons	11.50	28.154
Persistent organic pollutants (POP)	-	0	0
Volatile organic compounds (VOC)	-	0	0
Hazardous air pollutants (HAP)	-	0	0
Others – please specify Mercury, Cadmium, Chromium etc.			
CO	Tons	0.051	-
HC	Tons	0.006	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

TUV India Private Limited

7. Provide details of greenhouse gas emissions (Scope1 and Scope 2 emissions) & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	22,445	18,435
Total Scope 2 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) (Market based)	Metric tonnes of CO ₂ equivalent	8,630	15,638
Total Scope 1 and Scope 2 emission intensity per rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)	Metric tonnes of CO ₂ equivalent/ ₹	0.000014	0.0000020
Total Scope 1 and Scope 2 emission intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations adjusted for PPP)	Metric tonnes of CO ₂ equivalent/ USD	0.000288	0.00045
Total Scope 1 and Scope 2 emission intensity in terms of physical output	Metric tonnes of CO ₂ equivalent	NA	NA
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity	Metric tonnes of CO ₂ equivalent/ Employees	5.95	7.40

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

TUV India Private Limited

8. Does the Company have any project related to reducing Green House Gas emission? If yes, then provide details.

Yes, the entity has undertaken several initiatives to reduce Greenhouse Gas (GHG) emissions as part of its decarbonization roadmap. Key projects include renewable energy sourcing through hybrid PPAs, I-REC procurement and rooftop solar installations, biomass boiler transition initiatives, waste heat recovery systems, energy efficiency and operational optimization programs and adoption of cleaner technologies.

Further, the entity has implemented supplier decarbonization initiatives, green logistics partnerships, solvent recovery systems, EV transition programs and green chemistry initiatives to reduce emissions across both operations and the value chain. These initiatives are supported through dedicated governance mechanisms and continuous monitoring of Scope 1, Scope 2 and Scope 3 emissions. Trees have been planted in a carbon sequestration of 23,300kgs (conservative estimate).

9. Provide details related to waste management by the Company, in the following format:

Parameter	FY 2025-26	FY 2024-25
Total Waste generated (in metric tonnes)		
Plastic waste (A)	93.88	NA
E-waste (B)	3.72	1.51
Bio-medical waste (C)	41.20	40.11
Construction and demolition waste (D)	0	0
Battery waste (E)	17.90	39.78
Radioactive waste (F)	0	0
Other Hazardous waste. (G) (Chemical sludge from ZLD -ETP SLUDGE, Chemical sludge from ZLD -ATFD Salts, Insulation Waste, Spent Oil, Process Residue and waste, Spent carbon, Stripper distillate - spent solvent, Off specification products, Distillation residue Silica gel, Spent Solvent)	11,986.48	10,666.19

Other Non-hazardous waste generated (H). (metal scrap and equipment, wooden pallets, cell mass, garden waste etc.)	3,113.34	2,638.91
Total (A+B + C + D + E + F + G + H)	15,256.52	13,386.50
Parameter		
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.00000696	0.00000078
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	0.000141568	0.000176907
Waste intensity in terms of physical output	NA	NA
Waste intensity (Optional) – the relevant metric may be selected by the entity**	2.92	2.91
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled	8,615.55	9,163.78
(ii) Re-used	1,861.09	1,797.26
(iii) Other recovery operations	3,943.42	2,274.379
Total	14,420.06	10,961.04
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration*	56.4	36.09
(ii) Landfilling	659.63	7.83
(iii) Other disposal operations	0	71.08
Total	716.06	43.92
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.	TUV India Private Limited	

*Incineration value includes both with heat recovery and without heat recovery

**Manpower (Employees + Workers) considered for all intensity values under 'optional'.

10. Briefly describe the waste management practices adopted in your establishment. Describe the strategy adopted by your Company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes.

Waste Management Practices Adopted

● **Waste Classification:**

Waste is segregated at the source into hazardous and non-hazardous categories in compliance with regulatory requirements. This ensures appropriate handling, storage and disposal pathways for each waste type.

● **Hazardous Waste Management:**

Hazardous waste is disposed of through authorized vendors, with priority given to co-processing in cement kilns as an alternative fuel. Recycling is preferred where feasible, while incineration is used as a last resort, supported by real-time tracking through the CRIMS digital system.

● **Solvent Recovery:**

Solvent Recovery Systems (SRS) enable the recovery and reuse of approximately 295 KL of solvents annually. This reduces waste generation while optimizing resource efficiency and lowering raw material consumption.

● **Non-Hazardous Waste Management:**

Non-hazardous waste is sent to authorized recyclers, with initiatives such as converting plastic waste into utility items like benches. Co-processing methods are also adopted wherever feasible to minimize environmental impact.

● **Landfill Diversion:**

The Company achieved a 95.6% landfill diversion rate in FY 2025-26 exceeding its 90% target. This reflects a strong focus on recycling, reuse and recovery practices to minimize landfill dependency.

● **E-Waste Management:**

E-waste is handled through authorized recyclers in accordance with applicable E-Waste Management Rules. This ensures environmentally sound disposal and recovery of valuable materials.

● **Biomedical Waste Management:**

Biomedical waste is disposed of through certified biomedical waste management agencies. This ensures safe handling and compliance with health and environmental regulations.

- **Zero Liquid Discharge (ZLD):**

The Bidar facility operates a Zero Liquid Discharge system, ensuring that no liquid effluent is released into the environment. All wastewater is treated and reused within the facility.

- **Digital Tracking and Monitoring:**

Advanced digital tools, including the CRIMS system, are used for real-time tracking and monitoring of waste. This enhances transparency, traceability and regulatory compliance across operations.

11. If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format:

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
Nil			

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year:

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
No such projects were undertaken by the Company in the reporting period.					

13. Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection Act and rules thereunder (Y/N).

If not, provide details of all such non-compliances, in the following format:

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
The Company is in compliance with applicable environmental norms, environmental law/ regulations/ guidelines in India.				

Leadership Indicators -

1. **Water withdrawal, consumption and discharge in areas of water stress (in kilolitres):**

Note: Bidar facility (Unit-4) is not classified as water stressed region as per CGWBNAQUIM report.

For each facility / plant located in areas of water stress, provide the following information:

- (i) Name of the area – Shameerpet & Bollaram
- (ii) Nature of operations – R&D, Manufacturing
- (iii) Water withdrawal, consumption and discharge in the following format:

Parameter	FY 2025-26	FY 2024-25
Water withdrawal by source (in kilolitres)		
(i) Surface water	0	0
(ii) Groundwater	43,014	40,714
(iii) Third party water	18,755	19,221
(iv) Seawater / desalinated water	0	0
(v) Others	1,575	1,210
Total volume of water withdrawal (in kiloliters)	63,344	61,145
Total volume of water consumption (in kiloliters)	29,665	30,962
Water intensity per rupee of turnover (Water consumed / turnover)	0	0
Water intensity (optional) – the relevant metric may be selected by the entity	0	0
Water discharge by destination and level of treatment (in kilolitres)		
(i) Into Surface water	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0

Parameter	FY 2025-26	FY 2024-25
(ii) Into Groundwater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iii) Into Seawater	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	33,679	30,183
(v) Others	0	0
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kilolitres)	0	0
Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.		

2. Please provide details of total Scope 3 emissions & its intensity, in the following format:

Parameter	Unit	FY 2025-26	FY 2024-25
Total Scope 3 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available)	Metric tonnes of CO ₂ equivalent	90,272	83,606.18
Total Scope 3 emissions per rupee of turnover	Metric tonnes of CO ₂ equivalent/ ₹	0.0000412	0.0000493
Note: Indicate if any independent assessment, evaluation, or assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.		TUV India Private Limited	

3. With respect to the ecologically sensitive areas reported in Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities.

The company does not operate any sites in ecologically sensitive areas.

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:

S. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Renewable Energy	Renewable energy integration remains a key component of our long-term decarbonisation roadmap. Through focused interventions, renewable sourcing initiatives and sustained investments across operations, renewable energy utilisation at Bidar has increased significantly over the years, supporting a reduction in greenhouse gas emissions and advancing our transition towards a lowercarbon operational model.	80% Renewable Electricity for organization. 100% Renewable Electricity for Manufacturing unit, Bidar (Unit-4).
2	Chiller Integration	Energy infrastructure improvements support efficient utility management and operational reliability across manufacturing and R&D facilities. The organisation continues to evaluate opportunities relating to advanced monitoring systems, automation-led controls and technology interventions that improve energy performance across operations.	Saved 245 tCO ₂ e of GHG emissions
3	Water recycling and circularity initiatives	Advanced treatment systems, permeate reuse infrastructure, reject minimisation technologies and condensate recovery systems enable the reuse of water across utilities and operational processes. These initiatives improve resource efficiency, reduce freshwater withdrawal requirements and support progress towards long-term water neutrality objectives	Improved ZLD system efficiency, resulting in increased water recycling and reuse.
4	Smart-water Management	Water governance is supported through IoT-enabled monitoring systems, digital water metering, SCADA integration, online flow meters and real-time performance dashboards. These technologies provide visibility into consumption patterns, support proactive decision-making and enable data-driven optimisation across facilities.	IoT-enabled water meters facilitated water consumption benchmarking, helping identify areas of excess usage and ultimately reducing overall water consumption.

5. Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.

Yes, the Company has established a robust Business Continuity Planning framework to ensure operational resilience, uninterrupted business operations and the safeguarding of stakeholder interests. The framework adopts a structured and proactive approach towards identifying and assessing potential risks, evaluating their potential impact on critical business functions and implementing appropriate mitigation, response and recovery strategies. This enables the Company to effectively manage disruptions, strengthen preparedness and maintain continuity across its operations.

6. Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard?

We assess our value chain partners on environmental parameters through our internal evaluation processes to understand the impact of their operations on the environment. No significant adverse environmental impacts from our value chain have been reported during FY 2025-26.

7. % of Value chain partners (by value of business done with such partners) that were assessed for Environmental Impacts?

100% (Assessment is done for critical suppliers)

8. How Many green credits have been generated or produced

a	By the listed entity	
b	By the top ten (in terms of value of purchase and sales respectively) value chain partners	NA

Principle 7:

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.

Essential indicators**1. a. Number of affiliations with trade and industry chambers/associations.**

7

b. List the top 10 trade and industry chambers/associations (determined based on the total members of such body) the Company is a member of/affiliated to.

S. No.	Name of the trade and industry chambers/associations	Reach of trade and industry chambers/associations (State/ National)
1	Confederation of Indian Industry (CII)	National
2	Global Compact Network - UNGC	International
3	Association for assessment and Accrediation* of Laboratory Animal Care (AAALC)	International
4	Committee for control and Supervision of Experiments on Animals (CCSEA)	National
5	American Chemical Society Green Chemistry Institute (ACS GCI)	International
6	Pharmaceutical Supply Chain Initiative (PSCI)	International
7	Manufacture 2030	International

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the Company, based on adverse orders from regulatory authorities.

Name of the authority	Brief of the case	Corrective action taken
	NA	

Leadership Indicators**1. Details of public policy positions advocated by the Company:**

S. No.	Public Policy advocated	Method resorted for such advocacy	Whether information available in public domain? (Yes/ No)	Frequency of Review by Board (Annually/ Half yearly/Quarterly/ Others- please specify)	Web Link, if available

Nil

Principle 8:

Businesses should promote inclusive growth and equitable development.

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the Company, based on applicable laws, in the current financial year.**

Name and brief details of project	SIA Notification No	Date of notification	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link

The provisions relating to Social Impact Assessment (SIA) are governed by the Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Act, 2013. SIA is mandatorily applicable only where land acquisition for a project results in displacement of families beyond the prescribed threshold limits under the said Act. During FY 2025-26, Sai Life Sciences Limited did not undertake any project involving acquisition of private land or displacement of local communities that would necessitate a Social Impact Assessment under applicable laws. Accordingly, this disclosure is not applicable to the Company.

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by the Company, in the following format:**

S. No.	Name of Project for which R&R is ongoing	State	District	No. of Project Affected Families (PAFs)	% of PAFs covered by R&R	Amounts paid to PAFs in the FY (In INR)

NA

3. **Describe the mechanisms to receive and redress grievances of the community.**

Sai Life Sciences Limited has established a multi-tiered mechanism to receive and redress community grievances. At the Board level, the Stakeholders' Relationship and Investors Grievance Redressal Committee oversees resolution of stakeholder concerns, while the CSR Committee monitors community-facing initiatives and addresses feedback received through NGO implementation partners operating across all sites. The Company's Grievance Redressal Policy enables any stakeholder to report concerns via designated email and physical complaint/suggestion boxes are provided at each operational location for anonymous reporting. Additionally, the Vigil Mechanism/Whistle Blower Policy provides a confidential channel for raising concerns without fear of retaliation.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers:**

	FY 2025-26	FY 2024-25
Directly sourced from MSMEs/small producers	34	0
Sourced directly from within the district and neighbouring districts.	78	30

Note: Data for FY 2024-25 on inputs directly sourced from MSMEs/small producers is currently not available.

5. **Job creation in smaller towns – Disclose wages paid to persons employed (including employees or workers employed on a permanent or non-permanent / on contract basis) in the following locations, as % of total wage cost**

Location	FY 2025-26	PY 2024-25
Rural		
i) % of Job creation in Rural areas	0	0
Semi-urban		
i) % of Job creation in Semi-urban areas	53%	59%
Urban		
i) % of Job creation in Urban areas	18%	21%
Metropolitan		
i) % of Job creation in Metropolitan areas	29%	19%

(Place to be categorized as per RBI Classification System - rural / semi-urban / urban / metropolitan)

Leadership Indicators

1. Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference: Question 1 of Essential Indicators above):

Details of negative social impact identified	Corrective action taken
NA	

2. Provide the following information on CSR projects undertaken by the Company in the designated aspirational districts as identified by government bodies:

S. No.	State	Aspirational District	Amount spent (In INR)
NA			

Note: Our CSR initiatives are implemented in the communities surrounding our operating facilities in Hyderabad and Bidar.

3. (a) Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/vulnerable groups?
Yes, Procurement Policy is in place
- (b) From which marginalized/vulnerable groups do you procure?
MSME
- (c) What percentage of total procurement (by value) does it constitute?
34%

4. Details of the benefits derived and shared from the intellectual properties owned or acquired by the Company (in the current financial year), based on traditional knowledge:

S. No.	Intellectual Property based on traditional knowledge	Owned/ Acquired (Yes/ No)	Benefit shared (Yes/No)	Basis of calculating benefit share
NA				

5. Details of corrective actions taken or underway, based on any adverse order in intellectual property related disputes wherein usage of traditional knowledge is involved.

Name of authority	Brief of the Case	Corrective action taken
NA		

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefitted from CSR Projects	% of beneficiaries from vulnerable and marginalized group
1	LVPEI Secondary Centre, Alwal	19,054	100%
2	LVPEI Primary Vision Care Centres in Tumkunta and Yanamalakuduru	2,430	100%
3	Roshni Trust Mental Health Awareness and Treatment -Juvenile Home Support	2,167	NA
4	Roshni Trust Mental Health Awareness and Treatment- Community Outreach and Awareness Activities	730	NA
5	Patients given Free Medicine Support	752	NA
6	Unnatwa- Tech Skilling and Livelihood Development	367	NA
7	Sankalp- Child Safety Education - No. of Students trained	4,280	NA
8	Sankalp- No. of Parents that attended Community-based Child Safety Sessions	257	NA
9	Janyaa Lab in a Box, Experiment-based learning of STEM subjects No. of participating schools	37	NA
10	Manchirevula Stepwell Restoration	10.99 Million Liters per Year	NA
11	Kudikonta lake	0.18 Million Liters per Year	NA

Principle 9:**Businesses should engage with and provide value to their consumers in a responsible manner****Essential indicators****1. Describe the mechanisms in place to receive and respond to consumer complaints and feedback.**

Sai Life Sciences has established a structured and robust mechanism to receive, track and respond to consumer complaints and feedback, particularly concerning product quality and patient safety. All complaints whether received directly from customers, healthcare professionals, or through authorized third-party service providers—are systematically recorded in a centralized complaint management system. A cross-functional team conducts a thorough root cause analysis while performing an initial risk assessment. Based on the findings, corrective and preventive actions (CAPA) are developed and implemented to address the issue and prevent recurrence. A comprehensive complaint report is prepared, documenting the investigation outcomes, risk evaluation and actions taken.

2. Turnover of products and/services as a percentage of turnover from all products/service that carry information about:

	As a percentage to total turnover
Environmental and social parameters relevant to the product	
Safe and responsible usage	100%
Recycling and/or safe disposal	

3. Number of consumer complaints in respect of the following:

Number of consumer complaints in respect of the following:	FY 2025-26		Remarks	FY 2024-25		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	0	0	Nil	0	0	Nil
Advertising	0	0		0	0	
Cyber-security	0	0		0	0	
Delivery of essential services	NA	NA		NA	NA	
Restrictive Trade Practices	NA	NA		NA	NA	
Unfair Trade Practices	NA	NA		NA	NA	
Other	0	0		0	0	

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary recalls		Nil
Forced recalls		

5. Does the Company have a framework/policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy.

Yes, The Company has cybersecurity and risks related to data privacy related frameworks. The company has implemented information security management system (ISMS) aligned with ISO 27001:2022 at all the locations of the company.

6. Provide details of any corrective actions taken or underway on issues relating to advertising and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty/action taken by regulatory authorities on safety of products/services.

Nil

7. Provide the following information relating to data breaches:

a. Number of instances of data breaches along-with impact	0
b. Percentage of data breaches involving personally identifiable information of customer	0
c. Impact, if any, of the data breaches	0

Leadership Indicators**1. Channels/platforms where information on products and services of the Company can be accessed (provide web-link, if available).**

The company proactively assess the potential health, safety and environmental impacts of our products and operations. The information is transparently communicated through clearly defined channels, helping them to make informed decisions and safe handling. Each product is labelled in accordance with the globally harmonised system of classification and labelling of chemicals (GHS)

2. Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.

Sai Life Sciences has established mechanisms to manage and communicate risks related to the disruption or discontinuation of services, particularly across its supply chain, manufacturing and regulatory operations. The Company has a dedicated Supply Risk Management framework to identify, monitor and mitigate potential risks. It maintains transparent communication and collaboration with customers to address potential bottlenecks and ensure service continuity. Robust supplier management practices, including formal partner assessments and development plans, are implemented to strengthen supply chain resilience. The Company also follows business continuity planning and monitors risk mitigation measures through a Risk Management Committee. Additionally, adherence to international safety and environmental standards and a geographically diversified supply chain help minimize operational disruptions. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

3. Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products/services of the entity, significant locations of operation of the entity or the entity as whole? (Yes/No)

Yes. Sai Life Sciences provides complete product information in compliance with ICH guidelines, USFDA, EMA, PMDA and CDSCO requirements - going beyond minimum statutory requirements where needed by customers. As a CRDMO serving regulated pharmaceutical markets, complete technical documentation is a standard requirement. Zero incidents of non-compliance with product information and labelling requirements in FY 2025-26.

4. Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.

In the event of a significant business disruption, updates are promptly escalated to the Head of Communications, who is a member of the Leadership Team. Based on the severity and potential stakeholder impact, the Leadership Team assesses the situation and determines the appropriate communication strategy. Where required, timely and transparent updates are communicated to customers and other relevant stakeholders through established communication channels.

Independent Auditor's Report

To The Members of **Sai Life Sciences Limited**

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the accompanying standalone financial statements of Sai Life Sciences Limited (the "Company"), which comprise the Balance Sheet as at 31 March 2026 and the Statement of Profit and Loss (including Other Comprehensive Income), the Statement of Cash Flows and the Statement of Changes in Equity for the year ended on that date and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2026, its profit and other comprehensive income, its cash flows and the changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the standalone financial statements in accordance with the Standards on Auditing ("SA"s) specified under section 143(10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules made thereunder and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the standalone financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole and in forming our opinion thereon and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report.

Sr. No.	Key Audit Matter	Auditor's Response
1	Revenue recognition for fixed price contracts. The Company enters into fixed price contracts with customers. In line with Ind AS 115, revenue in respect of such contracts is recognized over time under the percentage completion method, where it is assessed that the performance obligations are satisfied over time. Refer Note 4 and 26 of the standalone financial statements. Significant judgement and/or estimates are involved in assessing the timing of satisfaction of performance obligations under the aforesaid contracts and the extent of completion of the performance obligations at the balance sheet date. Given the above and its significant impact on the financial statements, revenue recognition for fixed price contracts is identified as a Key Audit Matter.	Principal audit procedures performed included the following: • Evaluated the Company's revenue recognition accounting policies and compliance with applicable accounting standards. • We have performed walkthrough and obtained detailed understanding of the Company's revenue recognition process. • Evaluated the design, implementation and operating effectiveness of Company's internal financial controls with respect to revenue recognition. • Evaluated the integrity of the general information and technology control environment and tested the operating effectiveness of IT controls over recognition of revenue. • We have analyzed customer contracts on sample basis to identify arrangements entered by the Company for compliance with Ind AS 115 to evaluate appropriateness of recognition of revenue. • We have reviewed the estimation of project costs and the methodology used to measure progress towards project completion. • We have performed substantive testing by selecting samples of revenue recorded during the year and verified the underlying documents which include sales invoice, customer contracts, delivery documents. • Evaluated the adequacy of the disclosures related to revenue recognition and significant estimates in the standalone financial statements.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Company's Board of Directors is responsible for the other information. The other information comprises the Director's report, Corporate Governance Report, Management Discussion and Analysis Report and Business Responsibility and Sustainability Report (but does not include the consolidated financial statements, standalone financial statements and our auditor's report thereon). The Director's report, Corporate Governance Report, Management Discussion and Analysis Report and Business Responsibility and Sustainability Report is expected to be made available to us after the date of this auditor's report.
- Our opinion on the standalone financial statements does not cover the other information and will express any form of assurance conclusion thereon.
- In connection with our audit of the standalone financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated.
- When we read the Director's report, Corporate Governance Report, Management Discussion and Analysis Report and the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance as required under SA 720 'The Auditor's responsibilities Relating to Other Information'.

Responsibilities of Management and Board of Directors for the Standalone Financial Statements

The Company's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the financial position, financial performance including other comprehensive income, cash flows and changes in equity of the Company in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Company's Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibility for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the standalone financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the standalone financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the standalone financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by Section 143(3) of the Act, based on our audit, we report that:
 - a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.
 - b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.
 - c) The Balance Sheet, the Statement of Profit and Loss including Other Comprehensive Income, the Statement of Cash Flows and Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account.
 - d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.
 - e) On the basis of the written representations received from the directors as on 31 March 2026 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164(2) of the Act.
 - f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure

A". Our report expresses an unmodified opinion on the adequacy and operating effectiveness of the Company's internal financial controls with reference to standalone financial statements.

- g) With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us, the remuneration paid by the Company to its directors during the year is in accordance with the provisions of section 197 of the Act.
- h) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - i. The Company has disclosed the impact of pending litigations on its financial position in its standalone financial statements - Refer Note 42 to the standalone financial statements.
 - ii. The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.
 - iii. There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Company.
 - iv. (a) The Management has represented that, to the best of its knowledge and belief, other than as disclosed in the note 43 to the standalone financial statements no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (b) The Management has represented, that, to the best of its knowledge and belief, other than as disclosed in the note 43 to the standalone financial statements, no funds have been received by the Company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall, directly or indirectly, lend or invest in other persons or entities identified

- in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- v. The Company has not declared or paid any dividend during the year and has not proposed final dividend for the year.
- vi. Based on our examination, which included test checks, the Company has used accounting software systems for maintaining its books of account for the financial year ended 31 March 2026 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of our audit we did not come across any instance of the audit trail feature being tampered with and the audit trail has been preserved by the Company as per the statutory requirements for record retention.
2. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government in terms of Section 143(11) of the Act, we give in "Annexure B" a statement on the matters specified in paragraphs 3 and 4 of the Order.

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Place: Hyderabad
Date: 14 May 2026

Sathya P Koushik
Partner
Membership No.206920
UDIN: 26206920GNSPTE6621

ANNEXURE “A” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 1(f) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

We have audited the internal financial controls with reference to standalone financial statements of Sai Life Sciences Limited (the “Company”) as at 31 March 2026 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The Company’s management and Board of Directors are responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on the internal control with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor’s Responsibility

Our responsibility is to express an opinion on the Company’s internal financial controls with reference to standalone financial statements of the Company and based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to standalone financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about

whether adequate internal financial controls with reference to standalone financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of internal financial controls with reference to standalone financial statements, assessing the risk that a material weakness exists and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained, is sufficient and appropriate to provide a basis for our audit opinion on the Company’s internal financial controls with reference to standalone financial statements.

Meaning of Internal Financial Controls with reference to standalone financial statements

A company’s internal financial control with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control with reference to standalone financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to standalone financial statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial control with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Place: Hyderabad
Date: 14 May 2026

Opinion

In our opinion, to the best of our information and according to the explanations given to us, the Company has, in all material respects, an adequate internal financial controls with reference to standalone financial statements and such internal financial controls with reference to standalone financial statements were operating effectively as at 31 March 2026, based on the criteria for internal financial control with reference to standalone financial statements established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **DELOITTE HASKINS & SELLS LLP**
Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sathya P Koushik
Partner
Membership No.206920
UDIN: 26206920GNSPTE6621

ANNEXURE “B” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 2 under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

In terms of the information and explanations sought by us and given by the Company and the books of account and records examined by us in the normal course of audit and to the best of our knowledge and belief, we state that,

- (i) (a) A. The Company has maintained proper records showing full particulars, including quantitative details and situation of Property Plant and Equipment including capital work-in-progress and relevant details of right-of-use assets.
- B. The Company has maintained proper records showing full particulars of intangible assets.
- (b) Some of the Property, Plant and Equipment, were physically verified during the year by the Management in accordance with a programme of verification, which in our opinion provides for physical verification of all the Property, Plant and Equipment, at reasonable intervals having regard to the size of the Company and the nature of its activities. According to the information and explanations given to us, no material discrepancies were noticed on such verification.
- (c) Based on the information, explanations given to us and the examination of the registered sale deeds provided to us, we report that the title deeds of all the immovable properties of land and buildings disclosed in the standalone financial statements are held in the name of the Company as at the balance sheet date except in respect of a certain land parcel in Karnataka (where the Company has paid an advance of Rs. 33 million to acquire freehold rights) and on which the Company has incurred costs aggregating to Rs. 435.53 million towards construction of buildings on the said land parcel. The seller and the Company are in the process of completing the registration and procedural formalities to secure the title of the said land in the name of the Company from the jurisdictional Industrial Development Board, the current owner of the land parcel.

Immovable properties of land and buildings whose title deeds have been pledged as security for loans are held in the name of the Company based on the confirmations directly received by us from lenders. In respect of immovable properties of land and buildings that have been taken on lease and disclosed as right of use assets in the standalone financial statements, as at the balance sheet date the lease agreements are duly executed in the favour of the Company, where the Company is the lessee in the agreement.

- (d) The Company has not revalued any of its property, plant and equipment (including Right of Use assets) and intangible assets during the year.
- (e) No proceedings have been initiated during the year or are pending against the Company as at 31 March 2026 for

holding any benami property under the Benami Transactions (Prohibition) Act, 1988 (as amended in 2016) and rules made thereunder.

- (ii) (a) The inventories were physically verified during the year by the Management at reasonable intervals. In our opinion and based on information and explanations given to us, the coverage and procedure of such verification by the Management is appropriate having regard to the size of the Company and the nature of its operations. No discrepancies of 10% or more in the aggregate for each class of inventories were noticed on such physical verification of inventories when compared with books of account.
- (b) According to the information and explanations given to us, the Company has been sanctioned working capital limits in excess of Rs. 5 Cr., in aggregate, at points of time during the year, from banks or financial institutions on the basis of security of current assets. In our opinion and according to the information and explanations given to us, the quarterly returns or statements comprising working capital positions and revenue figures filed by the Company with such banks or financial institution are in agreement with the unaudited books of account of the Company of the respective quarters.
- (iii) The Company has not provided any guarantee or security and granted any loans or advances in the nature of loans, secured or unsecured, to companies, firms, Limited Liability Partnerships or any other parties during the year and hence reporting under clause 3(iii) (a), (c), (d), (e) and (f) of the Order is not applicable.

With respect to reporting under clause 3(iii) (b) of the Order, the Company has made investments during the year, which in our opinion is not prejudicial to the Company’s interest.

- (iv) The Company has complied with the provisions of Section 185 and 186 of the Companies Act, 2013 in respect of making investments and guarantees provided, as applicable. The Company has not granted loans and given securities.
- (v) The Company has not accepted any deposit or amounts which are deemed to be deposits. Hence, reporting under clause 3 (v) of the Order is not applicable.
- (vi) The maintenance of cost records has been specified by the Central Government under section 148(1) of the Companies Act, 2013. We have broadly reviewed the books of account maintained by the Company pursuant to the Companies (Cost Records and Audit) Rules, 2014, as amended, prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Companies Act, 2013 and are of the opinion that, prima facie, the prescribed cost records have been made and maintained by the Company. We have, however, not made a detailed examination of the cost records with a view to determine whether they are accurate or complete.

- (vii) (a) Undisputed statutory dues, including Goods and Service tax, Provident Fund, Employees' State Insurance, Income-tax, Sales Tax, duty of Custom, duty of Excise, Value Added Tax, cess and other material statutory dues applicable to the Company have generally been regularly deposited by it with the appropriate authorities.

There were no undisputed amounts payable in respect of Goods and Services Tax, Provident Fund, Employees' State

Insurance, Income Tax, Customs Duty, Cess and other material statutory dues in arrears as at 31 March, 2026 for a period of more than six months from the date they became payable.

- (b) Details of statutory dues referred to in sub-clause (a) above which have not been deposited on 31 March 2026 on account of disputes are given below:

Name of Statute	Nature of Dues	Forum where Dispute is Pending	Period to which the Amount Relates	Amount Involved (Rs. Million)	Amount unpaid (Rs. Million)
Finance Act, 1994	Service Tax	High Court, Mumbai	2012-2014	12.36	3.64
Central Excise Act, 1944	Excise Duty	Central Excise Service Tax Appellate Tribunal	2007-2012	7.25	5.44
Maharashtra Value Tax Act, 2002	Value Added Tax	Maharashtra Sales Tax Tribunal	2009-2014	44.73	42.65
Goods and Service Tax Act, 2017	Goods and Service Tax	Deputy Commissioner of State Tax (Appeals)	2017-2018	4.22	0.92
Goods and Service Tax Act, 2017	Goods and Service Tax	Joint Commissioner of State Taxes (Appeals)	2018-2020	5.40	4.91
Goods and Service Tax Act, 2017	Goods and Service Tax	Joint Commissioner of Commercial Taxes (Appeals)	2017-2022	786.18	744.25
Goods and Service Tax Act, 2017	Goods and Service Tax	Commissioner (Appeals)	2018-2022	49.34	44.40
Goods and Service Tax Act, 2017	Goods and Service Tax	Assistant Commissioner	2018-2019 2021-2022	14.03	14.03
Income-tax Act, 1961	Income Tax	Commissioner of Income-tax (Appeals)	2018-2019 2021-2022	27.02	27.02
Income-tax Act, 1961	Income Tax	Assessing Officer	2019-2020	45.36	45.36
The Customs Act, 1962	Custom Duty	Commissioner of Customs (Appeals)	2018-2020	0.06	0.05
Employees Provident Funds and Miscellaneous Provisions Act, 1952	Provident Fund	Central Government Industrial Tribunal	1996-2018	21.89	21.89

- (viii) There were no transactions relating to previously unrecorded income that were surrendered or disclosed as income in the tax assessments under the Income Tax Act, 1961 (43 of 1961) during the year.

- (ix) (a) In our opinion, the Company has not defaulted in the repayment of loans or other borrowings or in the payment of interest thereon to any lender during the year.
- (b) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- (c) To the best of our knowledge and belief, in our opinion, term loans availed by the Company were, applied by the Company during the year for the purposes for which the loans were obtained.
- (d) On an overall examination of the standalone financial statements of the Company, funds raised on short-term basis have, prima facie, not been used during the year for long-term purposes by the Company.

- (e) On an overall examination of the standalone financial statements of the Company, the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries. The Company did not have any associate or joint venture during the year.

- (f) The Company has not raised loans during the year on the pledge of securities held in its subsidiaries. The Company did not have any associate or joint venture during the year.

- (x) (a) The Company has not issued any of its securities (including debt instruments) during the year and hence reporting under clause 3(x)(a) of the Order is not applicable.
- (b) During the year the Company has not made any preferential allotment or private placement of shares or convertible debentures (fully or partly or optionally) and hence reporting under clause 3(x)(b) of the Order is not applicable.

- (xi) (a) To the best of our knowledge, no fraud by the Company and no material fraud on the Company has been noticed or reported during the year.

- (b) To the best of our knowledge, no report under sub-Section (12) of Section 143 of the Companies Act has been filed in Form ADT-4 as prescribed under rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government, during the year and upto the date of this report.
- (c) As represented to us by the Management, there were no whistle blower complaints received by the Company during the year and upto the date of this report.
- (xii) The Company is not a Nidhi Company and hence reporting under clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion, the Company is in compliance with Section 177 and 188 of the Companies Act, where applicable, for all transactions with the related parties and the details of related party transactions have been disclosed in the standalone financial statements etc. as required by the applicable accounting standards.
- (xiv) (a) In our opinion, the Company has an adequate internal audit system commensurate with the size and the nature of its business.
- (b) We have considered, the internal audit reports issued to the company during the year and covering the period upto 01 April 2025 to 30 September 2025 and the final internal audit reports were issued after the balance sheet date covering the period 01 October 2025 to 31 March 2026 for the year under audit.
- (xv) In our opinion, during the year the Company has not entered into any non-cash transactions with its directors or persons connected with its directors and hence provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.
- (xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Hence, reporting under clause 3(xvi)(a), (b) and (c) of the Order is not applicable.
- (b) The Group does not have any CIC as part of the group and accordingly reporting under clause 3(xvi)(d) of the Order is not applicable.
- (xvii) The Company has not incurred cash losses during the financial year covered by our audit and the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors of the Company during the year.
- (xix) On the basis of the financial ratios, ageing and expected dates of realization of financial assets and payment of financial liabilities, other information accompanying the standalone financial statements and our knowledge of the Board of Directors and Management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report indicating the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.
- (xx) The Company has fully spent the required amount towards Corporate Social Responsibility (CSR) and there are no unspent CSR amount for the year requiring a transfer to a Fund specified in Schedule VII to the Companies Act or special account in compliance with the provision of sub-Section (6) of Section 135 of the said Act. Accordingly, reporting under clause 3 (xx) of the Order is not applicable for the year.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants

(Firm's Registration No. 117366W/W-100018)

Sathya P Koushik

Partner

Membership No.206920

UDIN: 26206920GNSPTE6621

Place: Hyderabad

Date: 14 May 2026

Standalone Balance Sheet as at 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Note	As at 31 March 2026	As at 31 March 2025
Assets			
Non-current assets			
(a) Property, plant and equipment	6	14,808.39	11,342.59
(b) Right-of-use assets	7	2,177.71	2,327.81
(c) Capital work-in-progress	6(i)	2,704.53	1,244.56
(d) Intangible assets	8	60.94	104.73
(e) Financial assets			
(i) Investments	9	1,157.47	1,141.80
(ii) Other financial assets	10	575.95	49.21
(f) Non-current tax assets (net)	11	28.83	81.95
(g) Other non-current assets	12	523.05	128.54
Total non-current assets		22,036.87	16,421.19
Current assets			
(a) Inventories	13	1,499.01	1,183.33
(b) Financial assets			
(i) Investments	9	469.92	–
(ii) Trade receivables	14	3,697.10	3,528.74
(iii) Cash and cash equivalents	15(i)	786.04	851.92
(iv) Bank balances other than (iii) above	15(ii)	289.57	3,727.63
(v) Other financial assets	10	1,039.70	796.25
(c) Other current assets	12	6,209.95	4,857.57
Total current assets		13,991.29	14,945.44
Total assets		36,028.16	31,366.63
EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	16	211.78	208.41
(b) Other equity	17	24,867.90	21,466.23
Total equity		25,079.68	21,674.64
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	18	205.04	–
(ii) Lease liabilities	19	714.85	1,075.60
(b) Provisions	21	323.17	234.08
(c) Deferred tax liabilities (net)	22	1,282.86	1,110.36
Total non-current liabilities		2,525.92	2,420.04
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	18	746.21	1,286.36
(ii) Lease liabilities	19	565.70	509.84
(iii) Trade payables			
(A) Total outstanding dues of micro and small enterprises	23	429.53	474.16
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises	23	2,639.73	2,852.36
(iv) Other financial liabilities	20	1,636.78	754.44
(b) Other current liabilities	24	1,690.64	1,213.11
(c) Provisions	21	197.37	101.98
(d) Current tax liabilities (net)	25	516.60	79.70
Total current liabilities		8,422.56	7,271.95
Total equity and liabilities		36,028.16	31,366.63

See accompanying notes forming part of the standalone financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

Place: Hyderabad

Date : 14 May 2026

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Standalone Statement of Profit and Loss for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Note	For the year ended 31 March 2026	For the year ended 31 March 2025
Income			
I Revenue from operations	26	21,532.26	16,420.48
II Other income	27	491.31	373.35
III Total income (I + II)		22,023.57	16,793.83
IV Expenses			
Cost of material, chemicals & reagents consumed	28	5,683.41	4,455.19
Changes in inventories of work-in-progress	29	(77.55)	41.30
Employee benefits expense	30	6,177.28	4,855.57
Finance costs	31	326.18	700.32
Depreciation and amortisation expense	32	1,522.96	1,260.33
Other expenses	33	3,749.55	3,163.96
Total expenses (IV)		17,381.83	14,476.67
V Profit before exceptional items and tax (III - IV)		4,641.74	2,317.16
VI Exceptional Items	34	(80.01)	-
VII Profit before tax (V + VI)		4,561.73	2,317.16
VIII Tax expense	35		
(i) Current tax		879.48	338.16
(ii) Deferred tax		267.44	244.38
Total tax expense (VIII)		1,146.92	582.54
IX Profit after tax (VII - VIII)		3,414.81	1,734.62
X Other comprehensive income			
A. Items that will not be reclassified to profit or loss:			
(i) Re-measurement of defined benefit plans		12.13	4.53
(ii) Income-tax on items that will not be reclassified to profit or loss		(3.05)	(1.14)
		9.08	3.39
B. Items that will be reclassified to profit or loss:			
(i) Effective portion of gain/(loss) on designated portion of hedging instruments in a cash flow hedge		(389.28)	7.70
(ii) Income-tax on items that will be reclassified to profit or loss		97.98	(1.94)
		(291.30)	5.76
Total other comprehensive income for the year, net of tax (A + B)		(282.22)	9.15
Total comprehensive income for the year (IX + X)		3,132.59	1,743.77
XI Earnings per equity share (in absolute ₹ terms)	36		
Basic		16.27	9.00
Diluted		16.08	8.78

See accompanying notes forming part of the standalone financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

Place: Hyderabad

Date : 14 May 2026

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Standalone Statement of Cash Flows for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from operating activities		
Profit before tax	4,561.73	2,317.16
Adjustments for :		
Interest income	(186.16)	(175.63)
Gain on investments carried at fair value through profit or loss (FVTPL)	(4.92)	-
Loss on sale of Property, plant and equipment, net	9.63	18.11
Unrealised foreign exchange (gain)/loss	(95.02)	49.75
Depreciation and amortisation expense	1,522.96	1,260.33
Equity-settled share-based payments	21.04	24.78
Finance costs	326.18	700.32
Bad debts written off (net of recoveries)	3.41	-
Asset under CWIP written off	0.49	17.20
Bad debts and Loss allowances towards doubtful trade receivables and contract assets	(252.76)	309.09
Operating cash flows before working capital changes	5,906.58	4,521.11
(Increase)/decrease in other non-current assets	(32.47)	22.91
Increase in inventories	(315.68)	(322.61)
Increase in trade receivables	(134.13)	(954.45)
Increase in other current assets	(1,005.21)	(1,447.30)
(Increase)/decrease in other financial assets	(130.92)	21.63
Increase in trade payables	424.13	1,188.49
Increase in other financial liabilities & provisions	147.71	61.95
Increase in other non-current and current liabilities	477.53	426.54
Net cash generated from operating activities	5,337.54	3,518.27
Income-taxes paid, net	(384.85)	(214.76)
Net cash generated from operating activities (A)	4,952.69	3,303.51
Cash flows from investing activities		
"Purchase of property, plant and equipment and other intangible assets (including capital work in progress, capital advances, capital creditors and Right-of-use assets)"	(5,902.62)	(3,634.86)
Proceeds from sale of property, plant and equipment	5.18	4.77
Investments in mutual funds	(465.00)	-
Investments in equity shares of subsidiary	-	(338.39)
Investments in other entities	(15.67)	(0.75)
Movement in other bank balances	2,921.31	(1,816.98)
Investment in deposits with banks and financial institutions	(695.00)	(20.00)
Interest income received	224.67	159.08
Net cash used in investing activities (B)	(3,927.13)	(5,647.13)
Cash flows from financing activities		
Proceeds from issue of equity shares	250.94	10,116.41
Transaction costs paid for fresh issue of shares on IPO	(198.49)	(113.20)
Repayment of current borrowings, net	(588.90)	(2,339.64)
Proceeds from non-current borrowings	255.04	534.08
Repayment of non-current borrowings	-	(3,898.66)
Repayment of Interest portion of lease liabilities	(165.96)	(187.67)
Repayment of Principal portion of lease liabilities	(537.18)	(443.08)
Interest paid #	(107.70)	(525.11)
Net cash generated from/(used in) financing activities (C)	(1,092.25)	3,143.13
Net increase/(decrease) in cash and cash equivalents during the year (A + B + C)	(66.69)	799.51
Effect of exchange differences on cash and cash equivalents held in foreign currency	1.49	-
Cash and cash equivalents at the beginning of the year	851.24	51.73
Cash and cash equivalents at the end of the year (Note 1 below)	786.04	851.24

Standalone Statement of Cash Flows for the year ended 31 March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	For the year ended 31 March 2026	For the year ended 31 March 2025
Note 1:		
Cash and cash equivalents includes		
Cash on hand	0.16	0.10
Balances with banks		
– in current accounts	300.70	316.54
– in book overdraft in bank accounts	–	(0.68)
– in cash credit accounts	448.21	485.28
– in deposits account	36.97	50.00
	786.04	851.24

Interest paid in cash flow from financing activities includes borrowing cost capitalised as property, plant and equipment and CWIP during the year amounting to ₹. Nil (31 March 2025: ₹. 12.99)

Refer note 18 for reconciliation between the opening and closing balances in balance sheet for financial liabilities arising from financing activities.

The above cash flow excludes the proceeds received in the share escrow account amounting to ₹. 20,926.20 on account of offer for sale made by selling shareholders during the previous year ended 31 March 2025. Book running lead managers disbursed ₹. 20,042.55 (net of issue expenses of ₹. 883.65) from share escrow account to the selling shareholders.

See accompanying notes forming part of the standalone financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

Place: Hyderabad

Date : 14 May 2026

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Standalone Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

A Share Capital

	Equity		Preference		Total
	Number of shares	Amount	Number of shares	Amount	
As at 01 April 2024	1,76,63,034	176.63	4,80,000	3.87	180.50
Increase in equity shares on sub division of 1 equity share of face value of ₹. 10 each into 1 equity shares of face value of ₹. 1 each (refer note 47)	15,89,67,306	-	-	-	-
Shares issued during the year	2,09,84,049	20.98	-	-	20.98
Final Call monies received on Compulsorily convertible preference shares	-	-	-	0.93	0.93
Optionally convertible preference shares converted to Compulsorily convertible preference shares during the year	-	-	4,80,000	4.80	4.80
Compulsorily convertible preference shares converted to Equity shares during the year	96,00,000	9.60	(9,60,000)	(9.60)	-
Optionally convertible preference shares converted to Equity shares during the year	12,00,000	1.20	-	-	1.20
As at 31 March 2025	20,84,14,389	208.41	-	-	208.41
Shares issued during the year	33,64,845	3.37	-	-	3.37
As at 31 March 2026	21,17,79,234	211.78	-	-	211.78

B Other Equity

	Shares application money pending allotment	Reserves and Surplus				Other comprehensive income	Total
		Capital reserve	Securities premium	Employee stock options outstanding account	Retained earnings	Effective portion of cash flow hedges	
(i) Balance as at 01 April 2024	-	11.22	3,891.55	106.10	5,940.53	(17.92)	9,931.48
(ii) Profit for the year	-	-	-	-	1,734.62	-	1,734.62
(iii) Other Comprehensive income for the year (net of tax)	-	-	-	-	3.39	5.76	9.15
(iv) Total Comprehensive income for the year [(ii)+(iii)]	-	-	-	-	1,738.01	5.76	1,743.77
(v) Amount transferred on forfeiture of employee stock options	-	-	-	(6.10)	6.10	-	-
(vi) Amount transferred on exercise of employee stock options	-	-	74.41	(74.41)	-	-	-
(vii) Shares allotted during the year on account of exercise of Employee stock option plans, Preferential issue of shares, conversion of Compulsorily convertible preference shares and Optionally convertible preference shares into Equity shares	-	-	614.00	-	-	-	614.00
(viii) Premium received on fresh issue of equity shares	-	-	9,482.70	-	-	-	9,482.70
(ix) Transaction costs on fresh issue of equity shares	-	-	(330.97)	-	-	-	(330.97)
(x) Share application money received	0.47	-	-	-	-	-	0.47
(xi) Share-based payment expense	-	-	-	24.78	-	-	24.78
(xii) Balance as at 31 March 2025	0.47	11.22	13,731.69	50.37	7,684.64	(12.16)	21,466.23

Standalone Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Shares application money pending allotment	Reserves and Surplus				Other comprehensive income	Total
		Capital reserve	Securities premium	Employee stock options outstanding account	Retained earnings	Effective portion of cash flow hedges	
(xiii) Profit for the year	—	—	—	—	3,414.81	—	3,414.81
(xiv) Other comprehensive income / (loss) for the year (net of tax)	—	—	—	—	9.08	(291.30)	(282.22)
(xv) Total comprehensive income for the year [(xiii)+(xiv)]	—	—	—	—	3,423.89	(291.30)	3,132.59
(xvi) Amount transferred on forfeiture of employee stock options	—	—	—	(3.53)	3.53	—	—
(xvii) Amount transferred on exercise of employee stock options	—	—	23.05	(23.05)	—	—	—
(xviii) Shares allotted* during the year on account of exercise of Employee stock option plans	(0.47)	—	248.51	—	—	—	248.04
(xix) Share-based payment expense	—	—	—	21.04	—	—	21.04
(xx) Balance as at 31 March 2026	—	11.22	14,003.25	44.83	11,112.06	(303.46)	24,867.90

See accompanying notes forming part of the standalone financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Place: Hyderabad

Date : 14 May 2026

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

1. Corporate information

Sai Life Sciences Limited ("the Company") is a public limited company domiciled and incorporated in India. The registered office of the Company is situated in Hyderabad, Telangana and has facilities in the states of Telangana and Karnataka, India.

The Company carries out contract research, development and manufacturing activities for customers engaged in pharmaceutical and biotechnology industries.

BASIS OF PREPARATION AND PRESENTATION AND MATERIAL ACCOUNTING POLICY INFORMATION

2. Statement of compliance

The standalone financial statements of the Company which comprise of the Standalone Balance Sheet, Standalone Statement of Profit and Loss (including Other Comprehensive Income), Standalone Statement of Changes in Equity and Standalone Statement of Cash Flows ("standalone financial statements") have been prepared in accordance with the Indian Accounting Standards ("Ind AS") as notified under Section 133 of the Companies Act 2013 ("the Act") read with the Companies (Indian Accounting Standards) Rules 2015, as amended, issued by the Ministry of Corporate Affairs ('MCA') and other relevant provisions of the Act, as applicable. Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

3. Basis of preparation and measurement

The standalone financial statements have been prepared in accordance with Indian Accounting Standards (Ind ASs) prescribed under Section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules, 2015 and relevant amendment rules issued thereafter. These standalone financial statements were authorised for issuance by the Company's Board of Directors on 14 May 2026.

These standalone financial statements have been prepared on the historical cost convention and on an accrual basis except for the following material items in the balance sheet:

- Certain financial assets and liabilities which are measured at fair value; and
- Share based payments, which are measured at fair value of the options.

Functional and presentation currency

The standalone financial statements are presented in Indian Rupee ('INR' or '₹') which is also the functional and presentation

currency of the Company. All financial information presented in Indian rupees has been rounded to the nearest millions, unless otherwise stated.

4. Use of estimates and judgements

The preparation of standalone financial statements in conformity with Ind AS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the standalone financial statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the standalone financial statements in the period in which such changes are made and in any future periods affected.

Information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the standalone financial statements is included in the following notes:

Revenue recognition

The Company enters into fixed price contracts with customers under which revenue will be recognised as and when performance obligations mentioned in the customer contracts are satisfied. Given the nature of the product and terms and conditions in such contracts, the Company does not create assets with alternate use and the Company has enforceable right to receive payment for the performance completed to date. Therefore, revenue is recognised over time for such contracts and for other contracts at a point in time. Judgement is involved in assessing whether the contract/ agreement meets the criteria for recognition of revenue over the period on percentage of completion basis. Further, the usage of the percentage of completion method to measure progress towards completion involves significant estimates. When estimates indicate that a loss will be incurred, the loss is provided for in the period in which the loss becomes probable.

Assumptions and estimation uncertainties

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Company based its assumptions and estimates on parameters available when the standalone financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

due to market changes or circumstances arising that are beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Items involving significant estimate	Assumption and estimation uncertainty
Useful lives of property, plant and equipment and Intangible assets	The Company reviews the estimated useful lives of property, plant and equipment and the intangible assets at the end of each reporting period. During the current year, there has been no change in life considered for the assets.
Estimation of net realisable value of inventories	Inventories are stated at the lower of cost and net realisable value. In estimating the net realisable value of inventories, the Company makes an estimate of future selling prices and costs necessary to make the sale. At the end of each reporting year, the Company assesses the potential usage of inventories held and judgements are involved in assessing the alternate usage and realisability of inventories.
Fair valuation measurement and valuation process	Some of the Company's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or a liability, the Company uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Company engages third party qualified valuers to perform the valuation.
Contract assets	Contract asset is recognised when the performance obligations are fulfilled and revenue is recognised over a period of time. Judgement is involved in assessing whether the contract/agreement meets the criteria for recognition of revenue over the period on percentage of completion. Estimates are involved in determining the percentage of completion of the contract.
Leases	The Company makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Company considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Company's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future years is reassessed to ensure that the lease term reflects the current economic circumstances. The Company makes an assessment of the buy back option while determining the useful life for amortising the Right of use assets.
Employee benefits	The Company uses actuarial assumptions to determine the obligations for employee benefits at each reporting date. These assumptions include the discount rate, expected long-term rate of return on plan assets, rate of increase in compensation levels and mortality rates.
Valuation of investments in subsidiaries	Determining value in use in respect of investments involves projecting cash flows of future which are discounted. Key assumptions used in this regard include the discount rate, long-term rate, projected cash flows.
Provisions, contingencies - Recognition and measurement of provisions and contingencies; key assumptions about the likelihood and magnitude of an outflow of resources	The Company has ongoing litigations with various regulatory authorities and third parties. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on management's assessment of specific circumstances of each dispute and relevant external advice, management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is disclosed in the notes to the standalone financial statements. Judgments are involved in assessing compliance with conditions and ultimate receipt of grants.
Loss allowance for trade receivables and contract assets	Loss allowance for trade receivables with no significant financing component and contract assets is measured at an amount equal to lifetime expected credit losses (ECL).
Government grants	The Company recognises government grants when there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.
Share based compensation	At the end of each reporting year, the Company revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in Statement of profit and loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.
Provision for taxes	Significant judgments are required in determining the provision for income and deferred taxes, including the amount expected to be paid/ recovered for uncertain tax positions. In assessing the recoverability of deferred income tax assets, the Management considers whether some portion or all of the deferred income tax assets will not be realised. The ultimate realisation of deferred income tax assets is dependent upon the generation of future taxable income during the periods in which the temporary differences become deductible. The amount of deferred income tax assets considered realisable, however, could be reduced in the near term if estimates of future taxable income during the carry forward period are reduced.

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

5. Summary of material accounting policies

The standalone financial statements have been prepared using the material accounting policies and measurement basis summarized below.

a. Current and non-current classification

All the assets and liabilities have been classified as current or non-current as per the Company's normal operating cycle and other criteria set out in the Schedule III to the Act. The Company presents assets and liabilities in the standalone balance sheet based on current / non-current classification.

An **asset** is classified as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Expected to be realised within twelve months after the reporting date, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date

A **liability** is classified as current when:

- It is expected to be settled in normal operating cycle
- It is due to be settled within twelve months after the reporting date, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting date

Current assets / liabilities include the current portion of non-current assets / liabilities respectively. All other assets / liabilities including deferred tax assets and liabilities are classified as non-current.

b. Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currency using the exchange rates at the dates of the transactions or at the rate that closely approximates the rate at the date of transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognises the non-monetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated into the functional currency at the exchange rate at that date. Foreign exchange gains and losses resulting from the settlement of such transactions and from translation at the exchange rates prevailing at the reporting date of monetary assets and liabilities denominated in foreign currencies are

recognised in the standalone statement of profit and loss are reported as foreign exchange gains/ (losses), net. Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not translated.

c. Revenue recognition

Revenue is measured at the transaction value of the consideration received or receivable.

Contract research, development and manufacturing services income :

In contracts involving the rendering of services/ development contracts, revenue is recognised at the point in time in which services are rendered, in accordance with the terms of the contracts.

In case of fixed price contracts, the customer pays a fixed amount based on the payment schedule and the Company recognises revenue over time on a cost-based input method, i.e. based on the proportion of cost incurred for work performed to total estimated cost. The directors consider that the input method is an appropriate measure of progress towards complete satisfaction of these performance obligations under Ind AS 115. If the services rendered by the Company exceed the payment, a Contract asset (Unbilled Revenue) is recognised. If the payments exceed the services rendered, a contract liability (Deferred Revenue and Advance from Customers) is recognised. If the contracts involve time-based billing, revenue is recognised in the amount to which the Company has a right to invoice.

In case of other contracts, revenue from the operations is recognised when the Company transfers control of the product. Control of the product transfers upon shipment of the product to the customer or when the product is made available to the customer, provided transfer of title to the customer occurs and the Company has not retained any significant risks of ownership or future obligations with respect to the product shipped.

Amounts disclosed as revenue are net of returns, trade allowances, rebates and indirect taxes.

'Bill and hold' sales, in which delivery is delayed at the buyer's request but the buyer takes title and accepts billing, revenue is recognised when the buyer takes title, provided:

- the buyer specifically requests the deferred delivery;
- the product is identified separately as belonging to buyer;
- the product is on hand and ready for delivery to the buyer at the time the sale is recognised;
- the seller does not have ability to use product or direct to another buyer; and

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(e) the usual payment terms apply.

Interest income

Interest income is recognized on time proportion basis taking into account the amount outstanding and rate applicable. For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR) method.

Dividend income

Dividend income is recognised when the Company's right to receive the payment is established, which is generally, when shareholders approve the dividend.

Export incentives

Export incentives are recognised as income when the right to receive credit as per the terms of the scheme is established in respect of the exports made and where there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

d. Property, plant and equipment (PPE)

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, borrowing cost if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use and estimated costs of dismantling and removing the item and restoring the site on which it is located.

Property, Plant and Equipment not ready for its intended use at the date of Balance Sheet are disclosed as "Capital Work in progress". Such items are classified to specific sections of the Property, Plant and equipment as and when ready for its intended use.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate items (major components) of PPE.

Any gain or loss on disposal of an item of PPE is recognised in standalone statement of profit and loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company.

Depreciation

Depreciation on items of PPE is provided on the straight-line method, computed on the basis of useful lives as estimated by the management which coincides with the useful lives mentioned in Schedule II to the Companies Act, 2013. Freehold lands are not depreciated.

The estimated useful lives of the assets are based on a technical evaluation reflecting actual usage of assets.

Asset Category	Estimated useful life (in years)
Buildings	30
Leasehold improvements	Over the lease period or over the useful life of asset if the Company is certain to opt for purchase option
Plant and equipment	3 - 20
Furniture	10
Freehold Vehicles	4 - 10
Freehold Computers	3 - 6

Depreciation on additions / disposals is provided on a pro-rata basis i.e. from / up to the date on which asset is ready for use / disposed-off.

The residual values, useful lives and method of depreciation are reviewed at each financial year-end and adjusted prospectively, if appropriate.

e. Intangible assets

Intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortization and any accumulated impairment losses, if any. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in standalone statement of profit and loss as incurred.

The intangible assets are amortized over the estimated useful life of the asset, on a straight line basis.

Estimated useful economic life of Intangibles are as follows:

Asset Category	Estimated useful life (in years)
Acquired Software	1 - 6

f. Impairment

Impairment of tangible and intangible assets

The carrying amounts of the Company's tangible and intangible assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated in order to determine the extent of the impairment loss, if any.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or the cash-generating unit for which the estimates of future cash flows have not been adjusted. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

continuing use that are largely independent of the cash inflows of other assets or groups of assets.

An impairment loss is recognised in the standalone statement of profit and loss if the estimated recoverable amount of an asset or its cash generating unit is lower than its carrying amount. If, at the reporting date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been previously recognised.

Impairment of financial assets

In accordance with Ind AS 109, the Company applies expected credit loss ("ECL") model for measurement and recognition of impairment loss on financial assets measured at amortised cost.

Loss allowance for trade receivables with no significant financing component, contract assets is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets.

Impairment of property, plant and equipment, intangibles assets and capital work in progress

The Company assess at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount in the standalone statement of profit and loss.

g. Inventories

Inventories are measured at the lower of cost and net realisable value. The method of determining cost of various categories of inventories is as follows:

- (i) Raw materials – Weighted average cost. Cost includes purchase cost and other attributable expenses
- (ii) Stores and spares and packing material – Weighted average cost
- (iii) Work-in-process - is based on average cost of production or conversion which comprises direct material costs, direct wages and applicable overheads.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

h. Measurement of fair values

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

A number of the Company's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Company uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Company recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

i. Financial instruments

Recognition and initial measurement

Trade receivables are initially recognised at transaction price when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value and, for an item not at fair value through profit and loss (FVTPL), fair value plus transaction costs that are directly attributable to its acquisition or issue, except

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

trade receivables, contract assets which are measured at transaction price.

Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- fair value through other comprehensive income ("FVOCI"); or
- FVTPL

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Company changes its business model for managing financial assets.

Amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in Other Income in the standalone statement of profit and loss. The losses arising from impairment are recognised in the standalone statement of profit and loss.

FVOCI – debt investment

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the other comprehensive income (OCI). However, the Company

recognises interest income, impairment losses & reversals and foreign exchange gain or loss in the standalone statement of profit and loss. On derecognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to standalone statement of profit and loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

FVTOCI - Equity investment

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVTOCI – equity investment). This election is made on an investment-by-investment basis.

If the Company decides to classify an equity instrument as at FVTOCI, then all fair value changes on the

instrument, including foreign exchange gain or loss and excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to profit or loss, even on sale of investment. However, the Company may transfer the cumulative gain or loss within equity. Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the standalone statement of profit and loss.

FVTPL

All financial assets not classified as measured at amortised cost or at FVTOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial liabilities

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in standalone statement of profit and loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in standalone statement of profit and loss. Any gain or loss on derecognition is also recognised in standalone statement of profit and loss.

De-recognition

Financial assets

A financial asset is primarily de-recognised when the rights to receive cash flows from the asset have expired or the

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Company has transferred its rights to receive cash flows from the asset; or the company has neither transferred nor retained substantially all the risk and rewards of the asset but has transferred control of the asset.

Trade Receivables which are subject to a factoring arrangement without recourse are derecognized from the Balance sheet in its entirety. Under this arrangement, the Company transfers relevant receivables to the factor in exchange for cash and does not retain credit risk.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled, or expired. The Company also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the standalone balance sheet if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Derivative financial instruments:

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument and if so, the nature of the item being hedged and the type of hedge relationship designated.

The Company designates their derivatives as hedges of foreign exchange risk associated with the cash flows of highly probable forecast transactions and variable interest rate risk associated with borrowings (cash flow hedges).

The Company documents at the inception of the hedging transaction the economic relationship between hedging instruments and hedged items including whether the hedging instrument is expected to offset changes in cash flows of hedged items. The group documents its risk management objective and strategy for undertaking various hedge transactions at the inception of each hedge relationship.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives

are also classified as a current asset or liability when expected to be realised/settled within 12 months of the balance sheet date.

(i) Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the other comprehensive income in cash flow hedging reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

When option contracts are used to hedge forecast transactions, the group designates only the intrinsic value of the option contract as the hedging instrument.

Gains or losses relating to the effective portion of the change in intrinsic value of the option contracts are recognised in the cash flow hedging reserve within equity. The changes in the time value of the option contracts that relate to the hedged item ('aligned time value') are recognised within other comprehensive income in the costs of hedging reserve within equity.

When forward contracts are used to hedge forecast transactions, the Company generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in other comprehensive income in cash flow hedging reserve within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within other comprehensive income in the costs of hedging reserve within equity. In some cases, the entity may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains and losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the cash flow hedging reserve within equity.

Amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss (for example, when the forecast sale that is hedged takes place).

When the hedged forecast transaction results in the recognition of a non-financial asset (for example inventory), the amounts accumulated in equity are transferred to profit or loss as follows:

- With respect to gain or loss relating to the effective portion of the intrinsic value of option contracts, both the deferred hedging gains and losses and the deferred aligned time value of the option contracts

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are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example, through cost of sales).

- With respect to gain or loss relating to the effective portion of the spot component of forward contracts, both the deferred hedging gains and losses and the deferred aligned forward element of the forward contract are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example, through cost of sales).
- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance cost'.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss within other gains/(losses). Hedge ineffectiveness is recognised in profit and loss within other gains/(losses).

If the hedge ratio for risk management purposes is no longer optimal but the risk management objective remains unchanged and the hedge continues to qualify for hedge accounting, the hedge relationship will be rebalanced by adjusting either the volume of the hedging instrument or the volume of the hedged item so that the hedge ratio aligns with the ratio used for risk management purposes. Any hedge ineffectiveness is calculated and accounted for in profit or loss at the time of the hedge relationship rebalancing.

Dividend distribution to equity holders of the Company

The Company recognises a liability to make dividend distributions to equity holders of the Company when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

j. Leases

The Company evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The determination of whether

an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

Company as a lessee

The Company assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Company assesses whether: (i) the contract involves the use of an identified asset (ii) the Company has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Company has the right to direct the use of the asset. The Company uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate. The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement. At the date of commencement of the lease, the Company recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the Company recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the lease term and useful life of the underlying asset. The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Company changes its assessment of whether it will exercise an extension or a termination option. Lease liability and ROU asset have been separately presented in the Balance Sheet and lease payments have been classified as financing cash flows.

Notes to the Standalone Financial Statements for the year ended 31

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

k. Cash and cash equivalents

Cash and cash equivalent in the standalone balance sheet comprise cash at banks and on hand, debit balance in cash credit accounts and short-term deposits with an original maturity of three months or less, which are subject to an insignificant risk of changes in value.

l. Government Grants

The Company recognises government grants when there is reasonable assurance that the conditions attached to them will be complied with and the grants will be received. Government grants received in relation to assets are recognised by deducting the grant from the carrying amount of the asset. Grants related to Income are recognized in standalone statement of profit and loss as other operating revenues.

m. Investments in the nature of equity in subsidiaries

The Company has elected to recognise its investments in equity instruments in subsidiaries at cost in the separate financial statements in accordance with the option available in Ind AS 27, 'Separate Financial Statements'.

n. Borrowing costs

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset. Other borrowing costs are recognised as an expense in the period in which they are incurred.

o. Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

Eligible employees of the Company receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the Company make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary. Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Company has no further obligation to the plan beyond its monthly contributions.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed during the

period as the related service is provided. These benefits include salaries and wages, bonus and ex-gratia. A liability is recognised for the amount expected to be paid, if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the amount of obligation can be estimated reliably.

Long-term employee benefits

Employee benefits payable after twelve months of receiving employee services are classified as long-term employee benefits. These benefits primarily include one-off retention incentive and long-term bonus provision, in accordance with the policy of the company. The company accrues these costs based on the expected pay out and the same is amortised over a period of services.

Gratuity

The Company provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Company. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's last drawn salary and the tenure of the employment with the Company. Liability with regard to the Gratuity Plan is determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method. The defined benefit plan is administered by a trust formed for this purpose through the Company gratuity scheme. The Company recognises the net obligation of a defined benefit plan as a liability in its standalone balance sheet. Gains or losses through re-measurement of the net defined benefit liability are recognized in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the standalone statement of profit and loss. The net interest on net defined benefit liability which reflects the change in net defined benefit liability that arises from the passage of time is considered as employee cost and disclosed under "Employee benefits expense".

Compensated absences

The Company's policy permits employees to accumulate and carry forward a portion of unutilized compensated absences and utilize them in future periods or receive cash in lieu thereof in accordance with the terms of such policy. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet.

Notes to the Standalone Financial Statements for the year ended 31

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Share based compensation

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

p. Provisions, contingent liabilities and contingent assets

Provisions are recognized only when there is a present obligation, as a result of past events and when a reliable estimate of the amount of obligation can be made at the reporting date. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. Provisions are discounted to their present values, where the time value of money is material.

Contingent liability is disclosed for:

- Possible obligations which will be confirmed only by future events not wholly within the control of the Company; or
- Present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Contingent assets are neither recognized nor disclosed. However, when realization of income is virtually certain, related asset is recognized.

q. Income taxes

Tax expense recognized in standalone statement of profit and loss consists of current and deferred tax except to the extent that it relates to items recognised in OCI or directly in equity, in which case it is recognised in OCI or directly in equity respectively.

Calculation of current tax is based on tax rates and tax laws that have been enacted for the reporting period and any adjustment to tax payable in respect of previous years. Current tax assets and tax liabilities are offset where the Company has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the

standalone financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period. Deferred tax liability are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Deferred tax assets and liabilities are offset if there is a legally enforceable right to set off corresponding current tax assets against current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority on the Company.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Withholding tax arising out of payment of dividends to shareholders under the Indian Income tax regulations is not considered as tax expense for the Company and all such taxes are recognised in the statement of changes in equity as part of the associated dividend payment.

r. Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Diluted EPS is determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding during the year for the effects of all dilutive potential equity shares.

s. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker.

t. Goods and Service Tax Input credit

Goods and Service tax input credit is accounted for in the books in the year in which the underlying service received is accounted and when there is no uncertainty in availing / utilising the credits.

u. Operating cycle

Based on the normal time between acquisition of assets and their realisation in cash or cash equivalents, the Company has determined its operating cycle as 12 months. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

6. Property, plant and equipment

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Furnitures and fixtures	Vehicles	Computers	Total
Cost or deemed cost								
Balance as at 01 April 2024	74.69	3,054.51	169.27	7,859.34	143.29	56.64	331.85	11,689.59
Additions (refer note i below)	363.02	497.71	2.93	2,517.04	12.37	–	51.43	3,444.50
Disposals/retirement	–	(0.08)	–	(93.73)	(0.12)	(18.61)	(12.74)	(125.28)
Balance as at 31 March 2025	437.71	3,552.14	172.20	10,282.65	155.54	38.03	370.54	15,008.81
Balance as at 01 April 2025	437.71	3,552.14	172.20	10,282.65	155.54	38.03	370.54	15,008.81
Additions (refer note i below)	368.82	354.10	85.19	3,436.36	22.85	101.10	172.97	4,541.39
Disposals/retirement	–	(2.50)	–	(71.63)	(0.03)	(0.07)	(7.74)	(81.97)
Balance as at 31 March 2026	806.53	3,903.74	257.39	13,647.38	178.36	139.06	535.77	19,468.23
Accumulated depreciation								
Balance as at 01 April 2024	–	414.15	85.74	2,090.67	66.65	49.91	206.69	2,913.81
Charge for the year	–	107.91	12.71	663.21	14.04	2.25	54.69	854.81
Disposals/retirement	–	(0.01)	–	(70.92)	(0.12)	(18.61)	(12.74)	(102.40)
Balance as at 31 March 2025	–	522.05	98.45	2,682.96	80.57	33.55	248.64	3,666.22
Balance as at 01 April 2025	–	522.05	98.45	2,682.96	80.57	33.55	248.64	3,666.22
Charge for the year	–	125.48	31.48	812.65	14.22	6.04	81.19	1,071.06
Disposals/retirement	–	(1.40)	–	(68.21)	(0.03)	(0.06)	(7.74)	(77.44)
Balance as at 31 March 2026	–	646.13	129.93	3,427.40	94.76	39.53	322.09	4,659.84
Net carrying amount								
As at 31 March 2025	437.71	3,030.09	73.75	7,599.69	74.97	4.48	121.90	11,342.59
As at 31 March 2026	806.53	3,257.61	127.46	10,219.98	83.60	99.53	213.68	14,808.39

6(i) Capital work-in-progress

	As at 31 March 2026	As at 31 March 2025
Opening Balance	1,244.56	1,068.95
Additions during the year (refer note (i) below)	6,006.02	3,720.98
Capitalised during the year	(4,545.56)	(3,528.17)
Written off during the year (refer note 33)	(0.49)	(17.20)
Closing Balance	2,704.53	1,244.56

Notes

- Additions to capital work-in-progress and property, plant & equipment during year ended 31 March 2026 includes borrowing cost amounting to ₹. Nil (31 March 2025: ₹. 12.99)
- Capital work-in-progress (CWIP) ageing schedule:

As at 31 March 2026

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	2,498.68	205.85	–	–	2,704.53
Projects temporarily suspended	–	–	–	–	–
Total	2,498.68	205.85	–	–	2,704.53

As at 31 March 2025

Particulars	Amount in CWIP for a period of				
	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
Projects in progress	1,244.56	–	–	–	1,244.56
Projects temporarily suspended	–	–	–	–	–
Total	1,244.56	–	–	–	1,244.56

- As on the date of balance sheet, there are no CWIP whose completion is overdue or has exceeded its cost compared to its original plan.
- Refer note 18 for details of property, plant and equipment subject to charge on secured borrowings.
- During the current year, the Company has incurred Capital expenditure of ₹. 435.53 (disclosed under Capital work-in-progress) towards construction of factory buildings on a parcel of land in Karnataka in respect of which the Company has entered into an Agreement under which the seller is obligated to transfer freehold land rights to the Company. The agreement further provides that the Company has ownership rights over the construction and assets created on such land. [Also refer Note 12(i)]

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

7. Right-of-use assets

	Leasehold land	Buildings	Vehicles	Plant and equipment	Computers	Total
Cost						
Balance as at 01 April 2024	148.13	1,045.79	399.69	1,455.48	170.05	3,219.14
Additions during the year	439.44	120.58	254.88	–	–	814.90
Disposals/retirement	–	–	(4.49)	(9.96)	(0.91)	(15.36)
Balance as at 31 March 2025	587.57	1,166.37	650.08	1,445.52	169.14	4,018.68
Balance as at 01 April 2025	587.57	1,166.37	650.08	1,445.52	169.14	4,018.68
Additions during the year	–	111.04	120.73	–	–	231.77
Disposals/retirement	–	–	(10.45)	(17.14)	(2.20)	(29.79)
Balance as at 31 March 2026	587.57	1,277.41	760.36	1,428.38	166.94	4,220.66
Accumulated depreciation						
Balance as at 01 April 2024	21.18	649.69	374.68	206.60	135.46	1,387.61
Charge for the year	6.37	81.31	89.75	118.51	16.95	312.89
Disposals/retirement	–	–	(3.78)	(4.94)	(0.91)	(9.63)
Balance as at 31 March 2025	27.55	731.00	460.65	320.17	151.50	1,690.87
Balance as at 01 April 2025	27.55	731.00	460.65	320.17	151.50	1,690.87
Charge for the year	11.96	108.54	122.05	117.45	10.11	370.11
Disposals/retirement	–	–	(6.67)	(9.47)	(1.89)	(18.03)
Balance as at 31 March 2026	39.51	839.54	576.03	428.15	159.72	2,042.95
Net carrying amount						
As at 31 March 2025	560.02	435.37	189.43	1,125.35	17.64	2,327.81
As at 31 March 2026	548.06	437.87	184.33	1,000.23	7.22	2,177.71

8. Intangible assets

	Acquired software	Total
Cost or deemed cost		
Balance as at 01 April 2024	350.13	350.13
Additions during the year	67.16	67.16
Disposals/retirement	(1.70)	(1.70)
Balance as at 31 March 2025	415.59	415.59
Balance as at 01 April 2025	415.59	415.59
Additions during the year	40.30	40.30
Disposals/retirement	(16.18)	(16.18)
Balance as at 31 March 2026	439.71	439.71
Accumulated amortization		
Balance as at 01 April 2024	219.93	219.93
Charge for the year	92.63	92.63
Disposals/retirement	(1.70)	(1.70)
Balance as at 31 March 2025	310.86	310.86
Balance as at 01 April 2025	310.86	310.86
Charge for the year	81.79	81.79
Disposals/retirement	(13.88)	(13.88)
Balance as at 31 March 2026	378.77	378.77
Net carrying amount		
As at 31 March 2025	104.73	104.73
As at 31 March 2026	60.94	60.94

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

9. Investments

	As at 31 March 2026	As at 31 March 2025
Non-current		
Unquoted equity instruments		
<i>Investments in subsidiaries (at cost)</i>		
Sai Life Sciences Inc, USA	1,005.16	1,005.16
2,34,291 (31 March 2025: 2,34,291) capital stock of USD 1 each fully paid-up		
Sai Life Pharma Private Limited	115.10	115.10
1,15,10,000 (31 March 2025: 1,15,10,000) equity of ₹. 10 each fully paid-up		
Sai Life Sciences GMBH	2.11	2.11
25,000 (31 March 2025: 25,000) equity shares of Euro 1 each fully paid-up		
Total investments in subsidiaries (A)	1,122.37	1,122.37
<i>Others (at fair value through Other comprehensive income (FVTOCI))</i>		
Jeedimetla Effluent Treatment Limited	0.05	0.05
500 (31 March 2025: 500) equity shares of ₹. 100 each fully paid-up		
Patancheru Envirotech Limited	0.11	0.11
10,878 (31 March 2025: 10,878) equity shares of ₹. 10 each fully paid-up		
Clean Max Orion Power LLP (Special Purpose Vehicle) *	18.52	18.52
Contribution of 26% LLP Share (31 March 2025: 26% LLP Share) in Partners capital		
Solarcraft Power India 26 Private Limited **	16.42	0.75
6,80,000 (31 March 2025: 74,800) equity shares of ₹. 10 each fully paid-up and 96,171 (31 March 2025: Nil) 0.001% Compulsorily Convertible Debentures of par value of ₹. 100 each fully paid-up		
Total investment in others (at fair value through Other Comprehensive Income) (B)	35.10	19.43
	1,157.47	1,141.80
Aggregate value of unquoted non-current investments	1,157.47	1,141.80
Current		
Unquoted investments		
<i>Investment in mutual funds (at fair value through profit or loss (FVTPL))</i>		
Tata Arbitrage Fund	156.23	-
98,42,053.32 units at NAV of ₹. 15.75 each (31 March 2025: Nil)		
SBI Arbitrage Opportunity Fund	156.86	-
41,59,600.21 units at NAV of ₹. 37.26 (31 March 2025: Nil)		
Invesco India Arbitrage Fund	156.83	-
43,28,798.53 units at NAV of ₹. 35.81 (31 March 2025: Nil)		
	469.92	-
Aggregate value of Unquoted current investments	469.92	-
Changes in fair value of the investments during the year	4.92	-

* The Company's investment represents 26% ownership of the Clean Max Orion Power LLP and the investment is in accordance with Electricity Act 2003 which stipulates consumer partner (Sai Life Sciences Limited) to have atleast 26% ownership in the electricity generating entity. The Company's 26% ownership is purely to meet the regulatory requirement and hence the Company has not consolidated the share of profit or loss in the financials.

** During the previous year ended 31 March 2025, the Company had invested an amount of ₹. 0.75 in equity shares of Solarcraft Power India 26 Private Limited pursuant to Power Purchase Agreement. Further, during the year ended 31 March 2026 the Company made an additional investment of ₹. 6.05 in equity shares and ₹. 9.62 in compulsorily convertible debentures of Solarcraft Power India 26 Private Limited. As at 31 March 2026, the Company's investment in equity shares and compulsorily convertible debentures represents 6.65% ownership of Solarcraft Power India 26 Private Limited on a fully diluted basis.

10. Other financial assets

	As at 31 March 2026	As at 31 March 2025
Non-current		
Fixed Deposits with financial institutions	475.00	-
Margin money deposits with banks	40.00	-
Interest accrued but not due on bank deposits	4.95	-
Security deposits - considered good	56.00	49.21
	575.95	49.21

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March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Current		
Security deposits		
(a) Considered good	6.39	7.71
(b) Considered doubtful	3.39	3.39
	9.78	11.10
Less: Provision for doubtful deposits	(3.39)	(3.39)
	6.39	7.71
Derivative financial asset - FVTOCI	0.80	16.03
Unbilled revenue*	35.19	32.93
Fixed Deposits with financial institutions	600.00	420.00
Incentive receivable under T-IDEA scheme**	133.84	148.53
Government incentives receivable	237.28	100.00
Interest accrued but not due on deposits	26.20	71.05
	1,039.70	796.25

*Classified as financial asset as right to consideration is unconditional upon passage of time.

**The Company had received final approval dated 21 September 2022 under the Telangana Industrial Development and Entrepreneur Advancement (T-IDEA) scheme 2014 from Commissionerate of Industries, Telangana State towards sanction of investment subsidy amounting to ₹. 200. Additionally, under the above scheme, the Company was granted a customised incentive of power cost reimbursement of ₹. 1.00 per unit for a period of 10 years starting from August 2020 (being the commencement of commercial production of the expanded facility at Shameerpet, Hyderabad, Telangana).

During the previous year ended 31 March 2025, the Company has received partial disbursement towards capital subsidy ₹6.16 and power cost reimbursement amounting to ₹. 33.84.

11. Non-current tax assets (net)

	As at 31 March 2026	As at 31 March 2025
Advance income-tax, net of provision for taxation ₹. 258.61 (31 March 2025 ₹. 336.61)	28.83	81.95
	28.83	81.95

Refer Note 35 for details of income tax expense

12. Other assets

	As at 31 March 2026	As at 31 March 2025
(Unsecured, considered good)		
Non-current		
Capital advances (refer note (i) below)	426.55	59.90
Prepaid expenses	7.06	4.59
Export incentive receivable	0.15	0.15
Tax demand paid under protest	89.29	63.52
Unsecured, others		
Balances with statutory authorities, considered good	–	0.38
Balances with statutory authorities, considered doubtful	15.90	15.90
	15.90	16.28
Less: Provision for doubtful receivables	(15.90)	(15.90)
	–	0.38
	523.05	128.54
Current		
Advance to suppliers		
(a) Considered good	53.74	103.61
(b) Considered doubtful	29.10	29.10
	82.84	132.71
Less: Allowance for doubtful advances to suppliers	(29.10)	(29.10)
	53.74	103.61

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Prepaid expenses	261.02	225.03
Contract assets*		
(a) Considered good	5,111.47	3,963.24
(b) Considered doubtful	–	347.17
	5,111.47	4,310.41
Less: Loss allowance for doubtful contract assets	–	(347.17)
	5,111.47	3,963.24
Balances with statutory authorities	759.59	549.61
Export incentives receivable	20.79	4.44
Advance to employees	3.34	3.77
Other receivable from related parties	–	7.87
	6,209.95	4,857.57
*Changes in contract assets are as follows		
Balance at the beginning of the year	3,963.24	2,968.16
Invoices raised that were included in the contract assets balance at the beginning of the year	(3,738.63)	(2,586.71)
Loss (allowance)/reversal for doubtful contract assets	347.17	(347.17)
Increase due to revenue recognised during the year, excluding amounts billed during the year	4,539.69	3,928.96
Balance at the end of the year	5,111.47	3,963.24

Note:

- (i) Capital advances include an amount of ₹. 33.00 paid under an Agreement to the seller towards a land parcel utilised for construction of factory building as detailed in Note 6(i)(v). The Company has been granted possession of the land and has commenced construction thereon.

The seller and the Company are in the process of completing the documentation and registration formalities to secure the title of the said land, which currently is with the jurisdictional Industrial Development Board. None of the promoters or directors of the Company is related to the seller.

13. Inventories

	As at 31 March 2026	As at 31 March 2025
Raw materials and packing materials	1,195.15	977.78
Work-in-progress	236.98	159.43
Stores and spares	66.88	46.12
	1,499.01	1,183.33

Notes:

The Company has written off inventories amounting to ₹. 260.35 (31 March 2025 : ₹. 155.50)

Refer note 4(g) for basis of valuation and for details of inventories pledged, refer note 18

14. Trade receivables

	As at 31 March 2026	As at 31 March 2025
(a) Considered good - unsecured	3,697.10	3,528.74
(b) Trade receivables which have significant increase in credit risk - unsecured	169.61	75.08
	3,866.71	3,603.82
Less: Loss allowance for doubtful trade receivables*	(169.61)	(75.08)
	3,697.10	3,528.74

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Trade receivables Aging:

As at 31 March 2026

Particulars	Outstanding for following years from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	3,083.23	595.53	18.34	–	–	–	3,697.10
(ii) Undisputed Trade receivables – which have significant increase in credit risk	–	6.15	6.27	93.72	22.04	41.43	169.61
Total	3,083.23	601.68	24.61	93.72	22.04	41.43	3,866.71

As at 31 March 2025

Particulars	Outstanding for following years from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	3,027.83	426.66	68.24	6.01	–	–	3,528.74
(ii) Undisputed Trade receivables – which have significant increase in credit risk	–	0.81	18.21	16.93	8.66	30.47	75.08
Total	3,027.83	427.47	86.45	22.94	8.66	30.47	3,603.82

* Movement in expected credit loss (ECL) allowance

	As at 31 March 2026	As at 31 March 2025
Opening balance	75.08	117.00
Loss allowance / (reversal) towards doubtful trade receivables	97.82	(38.08)
Amounts written off	(3.41)	(3.51)
Foreign exchange gain/loss (net)	0.12	(0.33)
Closing balance	169.61	75.08

The Company measures the loss allowance for trade receivables at an amount equal to ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The expected credit loss allowance is based on the ageing of the days the receivables are due and the rates as given in the provision matrix. Further the Company also establishes an allowance for credit loss that represents its estimate of expected losses in respect of trade and other receivables based on the past and recent collection trend.

15. Cash and cash equivalents and other bank balances

	As at 31 March 2026	As at 31 March 2025
(i) Cash and cash equivalents		
Cash on hand	0.16	0.10
Balances with banks		
– in current accounts	300.70	316.54
– in deposits account	36.97	50.00
– in Cash credit account	448.21	485.28
	786.04	851.92
(ii) Bank balances other than above		
– margin money/deposit	172.83	218.28
– in escrow account	116.74	1,118.02
– in deposits account	–	2,391.33
	289.57	3,727.63
(iii) For the purpose of statement of cash flows, cash and cash equivalents comprise of following:		
Cash and cash equivalents (as per (i) above)	786.04	851.92
Overdraft facilities (refer note 18)	–	(0.68)
	786.04	851.24

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

16. Equity share capital

i. Authorised share capital

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares of ₹. 1 each (31 March 2025 ₹. 1 each) (refer note 47)	23,90,00,000	239.00	23,90,00,000	239.00
Optionally convertible preference shares of ₹. 10 each	6,00,000	6.00	6,00,000	6.00
Compulsorily convertible preference shares of ₹. 10 each	5,00,000	5.00	5,00,000	5.00
	24,01,00,000	250.00	24,01,00,000	250.00

ii. Issued, subscribed and fully paid up

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares of ₹. 1 each (31 March 2025 ₹. 1 each)	21,17,79,234	211.78	20,84,14,389	208.41
	21,17,79,234	211.78	20,84,14,389	208.41

iii. Reconciliation of number of equity shares outstanding at the beginning and end of the year

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares				
Balance at the beginning of the year	20,84,14,389	208.41	1,76,63,034	176.63
Increase in equity shares on sub division of 1 equity share of face value of ₹. 10 each into 10 equity shares of face value of ₹. 1 each (refer note 47)	–	–	15,89,67,306	–
Add: Shares issued during the year	33,64,845	3.37	2,09,84,049	20.98
Add: Compulsorily convertible preference shares converted to Equity shares during the year	–	–	96,00,000	9.60
Add: Optionally convertible preference shares converted to Equity shares during the year	–	–	12,00,000	1.20
Equity shares at the end of the year	21,17,79,234	211.78	20,84,14,389	208.41

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Preference shares				
Balance at the beginning of the year	–	–	4,80,000	3.87
Add: Final Call monies received on Compulsorily convertible preference shares	–	–	–	0.93
Add: Optionally convertible preference shares converted to Compulsorily convertible preference shares during the year	–	–	4,80,000	4.80
Less: Compulsorily convertible preference shares converted to Equity shares during the year	–	–	(9,60,000)	(9.60)
Preference shares at the end of the year	–	–	–	–
Total shares at the end of the year	21,17,79,234	211.78	20,84,14,389	208.41

iv. Rights, preferences and restrictions attached to equity shares

The Company has a single class of equity shares. Accordingly, all equity shares rank equally with regard to dividends and share in the Company's residual assets. The equity shares are entitled to receive dividend as declared from time to time. The voting rights of an equity shareholder on a poll (not on show of hands) are in proportion to its share of the paid-up equity capital of the Company. Voting rights cannot be exercised in respect of shares on which any call or other sums presently payable have not been paid. Failure to pay any amount called up on shares may lead to forfeiture of the shares. On winding up of the Company, the holders of equity shares will be entitled to receive the residual assets of the Company, remaining after distribution of all preferential amounts in proportion to the number of equity shares held.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

v. Details of shareholders holding more than 5% equity shares in the Company

Name of the equity shareholders	As at 31 March 2026		As at 31 March 2025		% Change in holding
	Number	% holding	Number	% holding	
TPG ASIA VII SF PTE LTD	–	0.00%	5,15,48,272	24.73%	-24.73%
Marigold Partners (represented by Kanumuri Mytreyi)	2,21,85,550	10.48%	2,21,85,550	10.64%	-0.16%
Sunflower Partners (represented by Kanumuri Ranga Raju)	1,55,93,570	7.36%	1,55,93,570	7.48%	-0.12%
Invesco India Mutual Fund	1,53,98,592	7.27%	60,04,357	2.88%	4.39%
Nippon India Mutual Fund	1,30,39,733	6.16%	51,64,027	2.48%	3.68%

vi. Details of shares held by the promoters of the Company:

Name of the promoters	As at 31 March 2026		As at 31 March 2025		% Change in holding
	Number	% holding	Number	% holding	
Promoters (A)					
Marigold Partners (represented by Kanumuri Mytreyi)	2,21,85,550	10.48%	2,21,85,550	10.64%	-0.16%
Sunflower Partners (represented by Kanumuri Ranga Raju)	1,55,93,570	7.36%	1,55,93,570	7.48%	-0.12%
Sai Quest Syn Private Limited	45,91,100	2.17%	45,91,100	2.20%	-0.03%
Tulip Partners (represented by Kanumuri Mytreyi)	92,82,060	4.38%	92,82,060	4.45%	-0.07%
Lily Partners (represented by Kanumuri Ranga Raju)	69,00,740	3.26%	69,00,740	3.31%	-0.05%
Kanumuri Krishnam Raju	30,08,400	1.42%	30,08,400	1.44%	-0.02%
Kanumuri Ranga Raju	1,69,340	0.08%	169,340	0.08%	0.00%
Kanumuri Mytreyi	61,580	0.03%	61,580	0.03%	0.00%
Promoter Group (B)					
Gokaraju Subba Raju	96,34,450	4.55%	96,34,450	4.62%	-0.07%
Gokaraju Lakshmi Tanuja	13,34,535	0.63%	13,34,535	0.64%	-0.01%
Kanumuri Sudha	5,13,160	0.24%	5,13,160	0.25%	-0.01%
Continental Wines Pvt Ltd	20,190	0.01%	20,190	0.01%	0.00%

vii. Shares reserved for issue under options

(a) Sai Employee stock option scheme - 2008 ("SESOS 2008")

The Company established a plan SESOS approved by the Shareholders at the Annual and Extraordinary General Meetings held on 11 September 2008 and 30 March 2009 respectively. As per the scheme, maximum number of employee stock options are restricted to 10% of paid up share capital of the Company. Out of which, 50% of the options granted shall vest at the end of two years from the grant date and the balance 50% of the options shall vest at the end of four years from the grant date. The vested options can be exercised by the employee during his term of employment with the Company.

Under this scheme, the company granted additional employee stock options approved by the Shareholders at the Extraordinary General Meeting held on 25 July 2018. The options granted shall vest 20% at the end of every year from the grant date for 5 years. The vested options can be exercised by the employee during their term of employment with the Company.

Management ESOP scheme - 2018 ("MES 2018")

The Company established a plan MES 2018 approved by the Shareholders at the Extraordinary General Meeting held on 25 July 2018. As per the scheme maximum number of shares reserved under this scheme is 4% of the paid up equity capital of the Company on a fully diluted basis as on the Effective Date. The options granted shall vest 20% at the end of every year from the grant date for 5 years. The vested options can be exercised by the employee during their term of employment with the Company.

The Company amended vide approval from Shareholders in the Extraordinary General Meeting*, the plan MES 2018 on 25 March 2022 and 09 June 2023 and further amended the SESOS 2008 and MES 2018 plan on 04 July 2024. Post the amendment, both the MES 2018 and SESOS 2008 have similar terms. The options granted shall vest within a period of 5 years and as per the terms provided in the notice of grant. The vested options can be exercised by the employee during their term of employment with the Company.

The terms of the above schemes provide that each option entitles the holder to one equity share of ₹. 1 each and that the options can be settled only by way of issue of equity shares. The options granted are time and performance based for SESOS 2008 and MES 2018.

- (b) During the year ended 31 March 2026, the Company had incurred stock compensation cost of ₹. 21.04 (31 March 2025: ₹. 24.78) towards the above schemes.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(c) Stock options activity is as follows:

	No. of options	
	As at 31 March 2026	As at 31 March 2025
Under SESOS 2008 scheme		
Outstanding at the beginning of the year	15,44,500	33,22,360
Granted during the year	–	2,55,000
Forfeited/Lapsed during the year	(1,05,000)	(2,70,000)
Exercised during the year	(2,96,490)	(17,62,860)
Outstanding at the end of the year	11,43,010	15,44,500
Weighted average exercise price (₹)	166.67	169.42
Exercisable at the end of the year	240,510	2,55,500
Under MES 2018 scheme		
Outstanding at the beginning of the year	60,83,000	44,73,920
Granted during the year	2,05,000	41,90,000
Forfeited/Lapsed during the year	(10,30,000)	(11,63,920)
Exercised during the year	(30,68,350)	(14,17,000)
Outstanding at the end of the year	21,89,650	60,83,000
Weighted average exercise price (₹)	213.61	134.89
Exercisable at the end of the year	1,422,170	12,18,000

(d) The fair value of options is estimated at the grant date using the Black-Scholes option pricing model for the time and non market performance based options and Monte Carlo simulation model is used for market performance based options with the following assumptions:

Date of grant	As at 31 March 2026		As at 31 March 2025
	SESOS 2008		SESOS 2008
	13-Nov-25	13-Nov-25	04-Jul-24 & 12-Nov-24
Risk-free interest rate	5.88%	5.81%	7.21%
Expected life (in years)	5	4	5
Expected volatility	39.64%	39.73%	33.00%
Expected dividend yield	0.00%	0.00%	0.00%

viii. During the year of five years immediately preceding the balance sheet date, no shares have been bought back, issued for consideration other than cash and no bonus shares have been issued.

17. Other equity

	As at 31 March 2026	As at 31 March 2025
Securities premium (Note a)	14,003.25	13,731.69
Capital reserve (Note b)	11.22	11.22
Employee stock options outstanding account (Note c)	44.83	50.37
Retained earnings (Note d)	11,112.06	7,684.64
Cash flow hedge reserve (Note e)	(303.46)	(12.16)
Shares pending allotment (Note f)	–	0.47
	24,867.90	21,466.23

Nature and purpose of reserves

(a) Securities premium

The amount received in excess of face value of the equity shares is recognised in Securities Premium and adjusted for transaction cost on fresh issue of equity shares. During the year ended 31 March 2026, the Company issued 33,64,845 equity share of face value of ₹. 1 each (31 March 2025 3,17,84,049 Equity share of face value of ₹. 1 each)

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(b) Capital reserve

Capital reserve pertains to the excess of net assets taken, over the cost of consideration paid pursuant to amalgamation of Advantium Pharma Private Limited with the Company in the earlier year and on forfeiture of certain share warrants issued in the earlier years. The Company uses capital reserve for transactions in accordance with the provisions of the Act.

(c) Employee stock options outstanding account

Employee stock options outstanding account relates to share options granted by the Company to its employees under its employee share option plan. These will be transferred* to Retained earnings and Security premium after exercise of the underlying options.

(d) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

(e) Cash flow hedge reserve

Cash flow hedge reserve represents effective portion of cash flow hedges taken to Other comprehensive income.

(f) Shares pending allotment

Represents amount received from employees upon exercise of option under SESOS plan 2008. Pending allotment as of 31 March 2025, this amount has been shown under share application money pending allotment.

Movement in other equity

	As at 31 March 2026	As at 31 March 2025
i) Securities premium		
Balance at the beginning of the year	13,731.69	3,891.55
Amount on account of shares issued	271.56	688.41
Fresh issue of equity shares	–	9,482.70
Transaction costs	–	(330.97)
Balance at the end of the year	14,003.25	13,731.69
ii) Capital reserve		
Balance at the beginning of the year	11.22	11.22
Movement during the year	–	–
Balance at the end of the year	11.22	11.22
iii) Employee stock options outstanding account		
Balance at the beginning of the year	50.37	106.10
Amount transferred on forfeiture of employee stock options	(3.53)	(6.10)
Amount transferred on exercise of employee stock options	(23.05)	(74.41)
Share-based payment expense	21.04	24.78
Balance at the end of the year	44.83	50.37
iv) Retained earnings		
Balance at the beginning of the year	7,684.64	5,940.53
Re-measurement of defined benefit obligation (net of tax)	9.08	3.39
Amount transferred on forfeiture of employee stock options	3.53	6.10
Profit for the year	3,414.81	1,734.62
Balance at the end of the year	11,112.06	7,684.64
v) Cash flow hedge reserve		
Balance at the beginning of the year	(12.16)	(17.92)
Effective portion of cash flow hedges (net of tax)	(291.30)	5.76
Balance at the end of the year	(303.46)	(12.16)
vi) Shares pending allotment		
Balance at the beginning of the year	0.47	–
Movement during the year	(0.47)	0.47
Balance at the end of the year	–	0.47

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

18. Borrowings

	As at 31 March 2026	As at 31 March 2025
Non-current		
<i>(Secured - at amortized cost)</i>		
Term loans		
From banks (refer note (i))	255.04	-
	255.04	-
Less: Current maturities of long-term loans	(50.00)	-
	205.04	-
Terms and conditions of loans and nature of security		
(i) Term loan secured by way of pari passu first charge on all movable fixed assets and immovable fixed assets of the company and second pari passu charge by way of hypothecation on entire current assets, both present and future of the Company. This loan carries an interest rate of REPO+2.35% p.a and is repayable in 10 equal quarterly instalment commencing from March 2027 with last instalment is falling due in June 2029.	255.04	-
Short term borrowings		
<i>(Secured - at amortized cost)</i>		
Working capital loans from banks*	696.21	1,134.57
Current maturities of long-term loans	50.00	-
<i>(Unsecured - at amortized cost)</i>		
Working capital loans repayable on demand - Buyers credit facility	-	151.79
	746.21	1,286.36
* Includes overdraft facilities classified as cash & cash equivalents for the purpose of cash flow statement (refer note 15(iii))	-	(0.68)

Note: The above borrowings are secured by way of hypothecation of the Company's goods, book debts, movables, other assets and freehold land. Interest rate ranges between 6.0% to 7.0% p.a and the loans are revolving on an annual basis.

The quarterly returns of current assets filed by the Company with banks are in agreement with books of accounts.

Reconciliation between the opening and closing balances in balance sheet for financial liabilities arising from financing activities are given below:

Particulars	As at 01 April 2025	Net Proceeds/ (Repayments)	Non cash changes*	As at 31 March 2026
Non-current borrowings (including current maturities)	-	255.04	-	255.04
Current borrowings (excluding overdraft facilities) (refer note above)	1,285.68	(588.90)	(0.57)	696.21
Total	1,285.68	(333.86)	(0.57)	951.25

* Non cash changes includes foreign exchange changes of ₹. 0.57

Particulars	As at 01 April 2024	Net Proceeds/ (Repayments)	Non cash changes**	As at 31 March 2025
Non-current borrowings (including current maturities)	3,358.59	(3,364.58)	5.99	-
Current borrowings (excluding overdraft facilities) (refer note above)	3,626.16	(2,339.64)	(0.84)	1,285.68
Total	6,984.75	(5,704.22)	5.15	1,285.68

** Non cash changes includes foreign exchange changes of ₹. 1.30.

19. Lease liabilities *

	As at 31 March 2026	As at 31 March 2025
Non-current	714.85	1,075.60
Current	565.70	509.84
	1,280.55	1,585.44

*Refer note 45.

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

20. Other financial liabilities

	As at 31 March 2026	As at 31 March 2025
Current		
Interest accrued but not due on borrowings	3.72	1.60
Capital creditors (refer note (a) below)	1,231.08	724.90
Derivative liabilities - FVTOCI	401.98	27.94
	1,636.78	754.44

- a) Capital creditors include outstanding dues of micro enterprises and small enterprises to the extent of ₹. 555.36 (31 March 2025: ₹. 302.72) (refer note 44)

21. Provisions

	As at 31 March 2026	As at 31 March 2025
Non-current		
Gratuity (refer note 34)	252.37	170.57
Compensated absences (refer note 34)	70.80	63.51
	323.17	234.08
Current		
Gratuity (refer note 34)	72.38	49.65
Compensated absences (refer note 34)	55.24	52.33
Provision for indirect taxes (refer note 42)	69.75	–
	197.37	101.98

Employee benefits

The Company has the following post -employment benefits plans:

(a) Defined contribution plan

The following amount has been recognised as an expense in Statement of Profit and Loss account of provident fund and other funds. There are no other obligations other than the contribution payable to the respective authorities

	As at 31 March 2026	As at 31 March 2025
Contribution to provident fund	122.38	97.91
Contribution to employees state insurance schemes	0.11	0.11
	122.49	98.02

(b) Gratuity

The Company provides gratuity benefits to its employees under a defined benefit plan ("Gratuity Plan") in accordance with the Payment of Gratuity Act, 1972. Under the Gratuity Plan, Permanent employees are eligible for gratuity upon completion of at least five years of continuous service and Fixed-term employees are eligible upon completion of one year of continuous service, as per applicable regulations. The benefit is calculated as 15 days of last drawn salary for each completed year of service, with service of six months or more rounded off to a full year, subject to a maximum limit of ₹. 20 lakhs (as prescribed under the Act). This defined benefit plan exposes the company to actuarial risk such as longevity, interest rate risk and inflation risk.

	As at 31 March 2026	As at 31 March 2025
(i) Change in defined benefit obligation		
Defined benefit obligation at the beginning of the year	220.22	182.39
Current service cost	60.31	46.26
Past service cost (refer note 34)	59.60	–
Interest cost	14.81	12.37
<i>Actuarial (gain)/loss on obligation</i>		
Loss/(gain) from change in financial assumptions	(0.68)	0.68
Gain on account of experience adjustments	(11.45)	(5.21)
Benefits paid	(18.06)	(16.27)
Defined benefit obligation at the end of the year	324.75	220.22

Notes to the Standalone Financial Statements for the year ended 31

March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
(ii) Expense recognised in the Statement of Profit and Loss		
Included under employee benefits		
Interest cost	14.81	12.37
Service cost	60.31	46.26
Included under exceptional Items		
Past service cost	59.60	–
Net gratuity costs	134.72	58.63
(iii) Expense recognised in other comprehensive income		
Recognised net actuarial gain	(12.13)	(4.53)
	(12.13)	(4.53)
(iv) Key actuarial assumptions		
Discount rate	7.07%	7.01%
Salary escalation rate	8.00%	8.00%
Expected average remaining service	3.09	3.09
Mortality	IALM (2012-14)	IALM (2012-14)
	Ultimate	Ultimate
Attrition rate	24.00%	24.00%
Retirement age-years	58	58

The significant actuarial assumptions for the determination of the defined benefit obligation are the discount rate and salary escalation rate. The calculation of the net defined benefit liability is sensitive to these assumptions. However, the impact of these changes is not ascertained to be material by the management.

(v) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have resulted in the benefit obligation being as follows:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Increase in rate	Decrease in rate	Increase in rate	Decrease in rate
Discount rate (+ / - 1% movement)	313.90	336.43	212.88	228.14
Salary escalation rate (+ / - 1% movement)	334.06	315.80	226.66	214.10

Maturity profile of the defined benefit obligation

Expected cash flows over the next :	As at 31 March 2026	As at 31 March 2025
1 year	72.38	49.65
2 - 5 years	201.46	135.00
6 - 10 years	110.41	75.20

The weighted average duration of the defined benefit obligation as at 31 March 2026 is 2.81 years (As at 31 March 2025: 2.79 years)

The Company provides for compensated absences to its employees. The employees can carry-forward a portion of the unutilised accrued compensated absences and utilise it in future service years. During the year ended 31 March 2026, the Company has incurred an expense on compensated absences amounting to ₹. 62.81 (31 March 2025 : ₹. 49.58). The Company determines the expense for compensated absences basis the actuarial valuation of the present value of the obligation, using the Projected Unit Credit Method.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

22. Deferred tax liabilities (net)

	As at 31 March 2026	As at 31 March 2025
Deferred tax liabilities arising on account of :		
Property, plant and equipment	802.29	656.56
Contract assets	610.59	473.86
Right of use assets	443.25	496.83
Deferred tax assets arising on account of :		
Lease liabilities	(304.85)	(399.02)
Provision for employee benefits	(113.46)	(84.58)
Provision for trade receivables and advances	(53.99)	(30.20)
Derivative instruments - FVTOCI	(100.97)	(3.09)
Deferred tax liabilities, (net)	1,282.86	1,110.36

Movement in deferred tax assets/deferred tax liabilities

Particulars	01 April 2024	Recognized in Statement of Profit and Loss	Recognized in OCI	31 March 2025
Deferred tax liabilities arising on account of :				
Property, plant and equipment	591.50	65.06	–	656.56
Contract assets	321.42	152.44	–	473.86
Right of use assets	461.11	35.72	–	496.83
Deferred tax assets arising on account of :				
Lease liabilities	(396.18)	(2.84)	–	(399.02)
Provision for employee benefits	(68.90)	(16.83)	1.14	(84.58)
Provision for trade receivables and advances	(41.03)	10.83	–	(30.20)
Derivative instruments - FVTOCI	(5.03)	–	1.94	(3.09)
	862.89	244.38	3.08	1,110.36

Particulars	01 April 2025	Recognized in Statement of Profit and Loss	Recognized in OCI	31 March 2026
Deferred tax liabilities arising on account of :				
Property, plant and equipment	656.56	145.74	–	802.29
Contract assets	473.86	136.73	–	610.59
Right of use assets	496.83	(53.58)	–	443.25
Deferred tax assets arising on account of :				
Lease liabilities	(399.02)	94.17	–	(304.85)
Provision for employee benefits	(84.58)	(31.93)	3.05	(113.46)
Provision for trade receivables and advances	(30.20)	(23.79)	–	(53.99)
Derivative instruments - FVTOCI	(3.09)	0.10	(97.98)	(100.97)
	1,110.36	267.44	(94.93)	1,282.86

23. Trade payables

	As at 31 March 2026	As at 31 March 2025
(A) Total outstanding dues of micro enterprises and small enterprises (Refer note 44)	429.53	474.16
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises*	2,639.73	2,852.36
	3,069.26	3,326.52

* Includes amount payable to related parties - (Refer note 40)

* Includes amount payable towards unbilled share issue expenses amounting to ₹. 55.19 (as of 31 March 2025: ₹. 776.99), which are included in unbilled dues in the ageing schedule below.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

As at 31 March 2026

Particulars	Outstanding for following years from due date of payment					Total
	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	408.89	19.89	0.73	0.02	–	429.53
(ii) Others	1,700.48	311.40	16.91	3.59	6.69	2,039.07
(iii) Unbilled Dues	600.66	–	–	–	–	600.66
Total	2,710.03	331.29	17.64	3.61	6.69	3,069.26

As at 31 March 2025

Particulars	Outstanding for following years from due date of payment					Total
	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	440.94	33.15	0.07	–	–	474.16
(ii) Others	1,240.83	347.82	5.31	5.60	1.40	1,600.96
(iii) Unbilled Dues	1,251.40	–	–	–	–	1,251.40
Total	2,933.17	380.97	5.38	5.60	1.40	3,326.52

24. Other liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Current		
Advance from customers	385.37	182.35
Payable to statutory authorities	304.83	298.43
Employee payables	1,000.44	732.33
	1,690.64	1,213.11

25. Current tax liabilities (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for income tax, net of advance tax ₹. 709.07 (31 March 25 ₹. 266.49)	516.60	79.70
	516.60	79.70

26. Revenue from operations

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Sale of goods and services		
Revenue from contract research, development and manufacturing activities	20,975.60	16,078.70
Other operating income		
Income from sale of used solvents	243.97	193.26
Income from Government incentives	312.69	148.52
	21,532.26	16,420.48

Disaggregation of revenue from contract research, development and manufacturing activities :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Contract Development and Manufacturing	13,613.70	10,339.93
Contract Research	7,361.90	5,738.77
Total	20,975.60	16,078.70

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March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Reconciliation of Revenue from operations with contract price (excluding Other Operating Income) :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Contract price	21,006.30	16,097.47
Less : Adjustment made to contract price on account of		
Sales return	(26.32)	(18.77)
Others	(4.38)	–
Total	20,975.60	16,078.70

Disaggregation of revenue from contract research, development and manufacturing activities into over time and at a point in time :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Timing of recognition		
At a point in time	8,867.72	6,571.27
Over time	12,107.88	9,507.43
Total	20,975.60	16,078.70

27. Other income

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest income from deposits	184.77	168.30
Interest income on financial assets at amortised cost	1.39	1.03
Gain on investments carried at fair value through profit or loss (FVTPL) (refer note 9)	4.92	–
Foreign exchange gain (net)	297.94	196.34
Interest on income tax refund	–	6.30
Others	2.29	1.38
	491.31	373.35

28. Cost of material, chemicals & reagents consumed

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Raw material and packing material at the beginning of the year	977.78	625.47
Add: Purchases/adjustments	5,900.78	4,807.50
Less: Raw material and packing material at the end of the year	(1,195.15)	(977.78)
	5,683.41	4,455.19

29. Changes in inventories of work-in-progress

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening balance		
- Work-in-progress	159.43	200.73
	(A) 159.43	200.73
Closing balance		
- Work-in-progress	236.98	159.43
	(B) 236.98	159.43
	(A) - (B) (77.55)	41.30

30. Employee benefits expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Salaries, wages and bonus (refer note (a) below)	5,692.63	4,444.61
Contribution to provident and other funds	122.49	98.02
Gratuity (refer note 34)	75.13	58.63
Equity settled share based payment expense	21.04	24.78
Staff welfare expenses	265.99	229.53
	6,177.28	4,855.57

(a) Includes contract labour charges of ₹. 410.61 (31 March 2025: ₹. 369.56)

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

31. Finance costs

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest on financial liabilities measured at amortised cost *	109.82	502.11
Interest on lease liabilities	165.96	187.67
Interest on MSME payables	0.25	2.51
Interest - others	50.15	8.03
	326.18	700.32

* Net of borrowing cost capitalised to property, plant and equipment amounting ₹. Nil (31 March 2025: ₹. 12.99)

32. Depreciation and amortisation expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation of property, plant & equipment (refer note 6)	1,071.06	854.81
Depreciation on right-of-use assets (refer note 7)	370.11	312.89
Amortisation of intangible assets (refer note 8)	81.79	92.63
	1,522.96	1,260.33

33. Other expenses

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Consumption of stores and spares	624.84	449.17
Power and fuel	646.25	481.85
Rent	3.92	13.46
Repairs and maintenance:		
- Buildings	30.57	24.22
- Plant and equipment	288.62	203.73
- Others	303.13	212.78
Insurance	103.93	86.28
Rates and taxes	22.28	17.84
Outside contract cost	44.46	34.33
Carriage and freight outwards	84.08	67.81
Communication expenses	21.02	19.29
Office maintenance and housekeeping expenses	49.02	50.13
Travelling and conveyance	167.73	128.68
Legal and professional fees (refer note (i) below)	502.33	246.44
Marketing support service fees	807.47	540.70
Corporate social responsibility (CSR) expenditure (refer note (ii) below)	28.59	12.08
Loss allowance/(reversal) towards doubtful trade receivables and contract assets, net (refer note 14 and 12)	(252.76)	305.58
Bad debts written off (net of recoveries) (refer note 14)	3.41	3.51
Bank charges	14.57	19.04
Net loss on disposal of property, plant and equipment	9.63	18.11
Sales promotion expenses	62.92	50.14
Membership and subscription	162.47	144.27
Printing and stationery	19.28	16.22
Asset under Capital work-in-progress written off (refer note 6(i))	0.49	17.20
Miscellaneous expenses	1.30	1.10
	3,749.55	3,163.96

(i) Details of Auditor's remuneration :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
As auditor:		
- Audit fee*	5.77	5.77
- Limited Review fee	2.70	1.50
- Other certifications	2.03	0.73
- Reimbursement of expenses	0.25	0.17
	10.75	8.17

*Above fee excludes amount of ₹. Nil (31 March 2025 ₹. 48.56) (excluding tax of ₹. 8.74), in connection with the Initial public offer (IPO) of the Company which is adjusted with securities premium upon completion of the IPO.

Notes to the Standalone Financial Statements for the year ended 31

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(ii) Details of CSR expenditure :

As required under Section 135 of the Companies Act, 2013, a Corporate Social Responsibility (CSR) committee has been formed by the Company. The Company has spent the CSR amount towards:

1. Preventive healthcare initiatives to improve community well-being.
2. Education (including special education) and vocational skill development, with focus on differently abled individuals.
3. Livelihood development and income-generation initiatives for inclusive growth.
4. Environmental sustainability, including resource conservation, quality of air/water/soil and protection of biodiversity, animal welfare and agroforestry.

Amount spent during the year on:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
i) Amount approved by the Board to be spent during the year	28.59	12.08
ii) Gross amount required to be spent by the Company during the year	28.59	12.08
iii) Amount spent during the year on the above	28.59	12.08
iv) Shortfall at the end of the year	–	–
v) Total of previous year shortfall	–	–
vi) Reason for shortfall	N/A	N/A
vii) Nature of activity	See note above	See note above

34. Exceptional Items

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Gratuity and Compensated absences	80.01	–
	80.01	–

Note: On 21 November 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty-nine existing labour laws into a unified framework governing employee benefits during employment and post-employment. The Labour Codes, amongst other things introduce a change in the definition of wages. The Company has assessed the financial implications of this change which has resulted in increase in gratuity liability arising out of past service cost and increase in compensated absences liability of Rs. 80.01. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Company has presented this incremental amount as "Exceptional Item", for the year ended 31 March 2026.

In case of any further clarification from the Government on other aspects of the Labour Codes, the Company will evaluate and account for differential impact, if any, in subsequent periods.

35. Income tax

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Tax expense comprises of:		
Current tax	879.48	338.16
Deferred tax	267.44	244.38
Income tax expense reported in the Statement of Profit or Loss	1,146.92	582.54

The major components of income tax expense and the reconciliation of expected tax expense based on the domestic effective tax rate of the Company at 25.17% and the reported tax expense in the Statement of Profit and Loss is as follows:

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Reconciliation of tax expense and the accounting profit multiplied by India's tax rate

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit before tax	4,561.73	2,317.16
Tax at the Indian tax rate (25.17%) [31 March 2025: 25.17%]	1,148.10	583.18
Effect of concessions (80JJAA)	(4.53)	(4.56)
Disallowance of CSR expenditure	7.20	3.04
Others	(3.85)	0.88
Income tax expense	1,146.92	582.54

36. Earnings per equity share [EPES]

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit attributable to equity shareholders (A)	3,414.81	1,734.62
Weighted average number of equity shares outstanding during the year (B)	209,821,565	192,633,970
Effect of dilution:		
Employee stock options	25,53,099	49,66,490
Weighted average number of equity shares adjusted for the effect of dilution (C)	212,374,664	197,600,460
Earnings per equity share (in absolute ₹ terms) :		
Basic [(A)/(B)]	16.27	9.00
Diluted [(A)/(C)]	16.08	8.78
Nominal Value per equity share	1	1

37. Fair value measurements

Risk management framework:

The Company's principal financial liabilities, comprise borrowings, lease liabilities, trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade and other receivables, cash and cash equivalents, other bank balances and FVTPL investments that derive directly from its operations. The Company also holds FVTOCI investments and investment in its subsidiary.

The Company is exposed to market risk, credit risk and liquidity risk. The Company's Board of Directors oversees the management of these risks. The Company's Board of Directors is supported by the senior management that advises on financial risks and the appropriate financial risk governance framework for the Company. The senior management provides assurance to the Company's Board of Directors that the Company's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's policies and risk objectives.

(i) Financial assets and financial liabilities measured at fair value

	Level 1		Level 2		Level 3	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025	31 March 2026	31 March 2025
Financial assets - Investments in mutual funds measured at FVTPL	–	–	469.92	–	–	–
Financial assets - Unlisted equity instruments measured at FVTOCI* and derivative instruments designated in hedge accounting relationship	–	–	0.80	16.03	35.10	19.43
Financial liabilities - Derivative financial instruments - loss on outstanding foreign exchange forwards, options, currency swap contracts and interest rate swap contracts ⁽¹⁾	–	–	401.98	27.94	–	–

*These are held for operational purposes and the Company estimates that the fair value of these investments are not materially different as compared to their cost.

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⁽¹⁾ The Company enters into derivative financial instruments with various counterparties, principally banks. Derivatives valued using valuation techniques with market observable inputs are mainly foreign exchange forwards. These derivative financial instruments are valued based on the inputs that are directly or indirectly observable in the market place.

Financial instruments by category

	31 March 2026			31 March 2025		
	FVTPL	FVTOCI	Amortised cost	FVTPL	FVTOCI	Amortised cost
Financial assets						
Investments	469.92	35.10	1,122.37	–	19.43	1,122.37
Trade receivables	–	–	3,697.10	–	–	3,528.74
Cash and cash equivalents	–	–	786.04	–	–	851.92
Other bank balances	–	–	289.57	–	–	3,727.63
Other financial assets	–	0.80	1,614.85	–	16.03	829.43
Total financial assets	469.92	35.90	7,509.93	–	35.46	10,060.09

	31 March 2026			31 March 2025		
	FVTPL	FVTOCI	Amortised cost	FVTPL	FVTOCI	Amortised cost
Financial liabilities						
Borrowings	–	–	951.25	–	–	1,286.36
Lease liabilities	–	–	1,280.55	–	–	1,585.44
Trade payables	–	–	3,069.26	–	–	3,326.52
Other financial liabilities	–	401.98	1,234.80	–	27.94	726.50
Total financial liabilities	–	401.98	6,535.86	–	27.94	6,924.82

(ii) Measurement of fair values

Valuation technique and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 2 and Level 3 fair values, for financial instruments measured at fair value in the balance sheet, as well as the significant unobservable inputs used:

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value
Forward exchange contract	Forward pricing: The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currency	Not applicable	Not applicable
Investments in mutual funds	Quoted prices	Not applicable	Not applicable

(iii) Transfer between Level 1 and 2

There have been no transfers from Level 2 to Level 1 or vice-versa during the year ended 31 March 2026 and 31 March 2025.

38. Financial instruments risk management

A. Market risk:

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: interest rate risk and currency risk. Financial instruments affected by market risk include borrowings, lease liabilities, deposits, trade receivables and other financial instruments.

The sensitivity analysis in the following sections relate to the position as at 31 March 2026 and 31 March 2025. The analyses exclude the impact of movements in market variables on the carrying values of gratuity and other post retirement obligations; provisions; and non-financial assets and liabilities.

i. Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company has loan facilities on floating interest rate, which exposes the Company to risk of changes in interest rates. The management monitors the interest rate movement and manages the interest rate risk based on its policies, which include entering into interest rate swaps as considered necessary. The Company's investment in deposits with banks and financial institutions carries fixed

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rate of interest. The Company does not account for any fixed rate financial assets at fair value through profit or loss. Therefore a change in interest rates at the reporting date would not affect profit or loss.

Interest rate sensitivity analysis

The sensitivity analysis below has been determined for borrowings assuming the amount of borrowings outstanding at the end of the reporting period was outstanding for the whole year. A 10 basis points increase or decrease in case of foreign currency borrowings and 50 basis points increase or decrease in case of rupee borrowings is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rate.

If interest rate had been 10 basis points higher/lower in case of foreign currency borrowings and 50 basis points higher/ lower in case of rupee borrowings and all other variables were held constant, the Company's profit for the year ended 31 March 2026 would decrease/increase by
₹. 4.76 (31 March 2025: ₹. 5.82).

ii. Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of an exposure shall fluctuate because of change in foreign exchange rates. The Company's foreign exchange risk arises from its foreign operations, foreign currency revenues and expenses, (primarily in US Dollars and Euros) and foreign currency borrowings (primarily in US Dollars). As a result, if the value of the Indian rupee appreciates relative to these foreign currencies, the Company's revenues and expenses measured in Indian rupees may decrease or increase and vice-versa. The exchange rate between the Indian rupee and these foreign currencies have changed substantially in recent periods and may continue to fluctuate substantially in the future. Consequently, the Company uses both derivative and non-derivative financial instruments, such as foreign exchange forward contracts, currency swap contracts and foreign currency financial liabilities, to mitigate the risk of changes in foreign currency exchange rates in respect of its highly probable forecasted transactions and recognised assets and liabilities.

a) Significant foreign currency risk exposure relating to financial assets and financial liabilities expressed in ₹ terms are as follows.

Financial assets

	31 March 2026				31 March 2025			
	Investments	Trade receivables	Balances in bank	Other assets	Investments	Trade receivables	Balances in bank	Other assets
- USD	1,005.16	3,353.56	214.07	35.19	1,005.16	3,287.17	248.82	32.93
- EUR	2.11	296.23	0.51	-	2.11	194.82	1.17	-
- GBP	-	56.13	78.54	137.28	-	52.33	33.57	-
- Others	-	3.02	2.87	-	-	1.99	16.39	-

Financial liabilities

	31 March 2026			31 March 2025		
	Borrowings	Trade payables	Capital creditors	Borrowings#	Trade payables	Capital creditors
- USD	-	776.65	185.94	151.79	647.52	110.72
- EUR	-	4.68	9.59	-	3.89	41.21
- GBP	-	28.70	-	-	2.09	2.18
- Others	-	4.43	13.45	-	0.18	0.34

This amount includes interest accrued

(b) Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in USD and Euro exchange rates, with all other variables held constant. The Company's exposure to foreign currency changes for all other currencies is not material.

Particulars	Impact on income & equity	
	31 March 2026	31 March 2025
USD sensitivity		
₹/USD - Increase by 1%	36.45	36.64
₹/USD - Decrease by 1%	(36.45)	(36.64)
EUR sensitivity		
₹/EUR - Increase by 1%	2.85	1.53

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₹/EUR - Decrease by 1%	(2.85)	(1.53)
GBP sensitivity		
₹/GBP - Increase by 1%	2.43	0.82
₹/GBP - Decrease by 1%	(2.43)	(0.82)

(c) Derivative financial instruments

The following table gives details in respect of outstanding derivative contracts. The counterparty for these contracts are banks.

	Sell	Buy	31 March 2026		31 March 2025	
			No of contracts outstanding	Amount in Millions	No of contracts outstanding	Amount in Millions
Forward contract	US\$	₹	187	\$80.46	130	\$42.89
Forward contract	Euro€	₹	5	€ 2.50	11	€ 4.50

The Company designates its derivative contracts that hedge foreign exchange risk associated with its highly probable forecasted transactions as cash flow hedges and measures them at fair value. The effective portion of such cash flow hedges is recorded as in other comprehensive income and re-classified in the income statement as revenue in the period corresponding to the occurrence of the forecasted transactions. The ineffective portion of such cash flow hedges is immediately recorded in the Statement of Profit and Loss.

B. Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and other financial instruments.

The Company has established a credit mechanism under which each new customer is analysed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered. The Company's review includes external ratings, where available and other publicly available financial information. Outstanding customer receivables are regularly monitored.

The maximum exposure to credit risk as at reporting date is primarily from trade receivables amounting to ₹. 3,697.10 (31 March 2025: ₹. 3,528.78). (refer note 14)

C. Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the business, the Company maintains flexibility in funding by maintaining availability under committed facilities.

Management monitors rolling forecasts of the Company's liquidity position and cash and cash equivalents on the basis of expected cash flows. The Company takes into account the liquidity of the market in which the entity operates. In addition, the Company's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

The Company's principal sources of liquidity are the cash flows generated from operations. Further the Company also has long term borrowings and working capital facilities which the management believes are sufficient for its current requirements. Accordingly, no liquidity risk is perceived.

Maturities of financial liabilities

The tables below analyse the Company's financial liabilities into relevant maturity groupings based on their undiscounted contractual maturities for all non-derivative financial liabilities.

31 March 2026	Carrying amount	Contractual cash flows			Total
		Less than 1 year	From 1 to 3 years	More than 3 years	
Non-derivative financial liabilities					
Borrowings	951.25	746.21	205.04	—	951.25
Lease liabilities	1,280.55	669.56	448.52	984.42	2,102.50
Trade payable	3,069.26	3,069.26	—	—	3,069.26
Other financial liabilities	1,234.80	1,234.80	—	—	1,234.80
Total	6,535.86	5,719.83	653.56	984.42	7,357.81

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

31 March 2025	Carrying amount	Contractual cash flows			Total
		Less than 1 year	From 1 to 3 years	More than 3 years	
Non-derivative financial liabilities					
Borrowings	1,286.36	1,286.36	–	–	1,286.36
Lease liabilities	1,585.44	714.64	986.71	952.30	2,653.65
Trade payable	3,326.52	3,326.52	–	–	3,326.52
Other financial liabilities	726.50	726.50	–	–	726.50
Total	6,924.82	6,054.02	986.71	952.30	7,993.03

39. Capital risk management

The Company's objective when managing capital is to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for stakeholders and to maintain an optimal capital structure to reduce the cost of capital. Hence, the Company may adjust any dividend payments, return capital to shareholders or issue new shares or sell assets to reduce debt. Total capital is the equity as shown in the statement of financial position. Currently, the Company primarily monitors its capital structure on the basis of the following gearing ratio. Management is continuously reviewing its strategies to optimize the returns and reduce the risks. It includes plans to optimize the financial leverage of the Company.

The capital for the reporting period under review is summarized as follows:

	31 March 2026	31 March 2025
Total Borrowings and Lease liabilities (note 18 and note 19)	2,231.80	2,871.80
Less: Cash and cash equivalents (note 15(i))	(786.04)	(851.92)
Less: Other bank balances (note 15 (ii)), Deposits and interest accrued under Other financial assets (note 10) and Investments in mutual funds (note 9)	(1,905.64)	(4,218.68)
Net debt (A)	(459.88)	(2,198.80)
Total equity (B)	25,079.68	21,674.64
Net debt to equity ratio (A)/(B) *	0.00	0.00

* Net debt to equity ratio has been restricted to zero.

40. Related party disclosures

(a) Names of the related parties and nature of relationship

Names of related parties	Nature of relationship
TPG Asia VII SF Pte Ltd (upto 18 December 2024)	Entity having significant influence on the Company
Sai Life Sciences Inc, USA	Subsidiary Company
Sai Life Sciences GMBH, Germany	Subsidiary Company
Sai Life Pharma Private Limited	Subsidiary Company
Sai Quest Syn Private Limited	Entities in which KMP have control or have significant influence
Dr. K Ranga Raju	Key management personnel ("KMP")
Krishnam Raju	
Sivaramakrishnan Chittor (whole-time director w.e.f 28 April 2025)	
Runa Karan	
Dr. Raju A Penmasta (upto 06 June 2024)	Director
Puneet Bhatia (upto 07 June 2024)	
Mitesh Daga (upto 10 March 2025)	
Rajagopal S. Tatta (upto 25 March 2025)	Independent Director
Manjusha Ambadas Joshi (upto 06 June 2024)	
Ramesh Ganesh Iyer (w.e.f. 21 May 2024)	
Suchita Sharma (w.e.f. 10 June 2024)	
Dr. Dinesh V Patel (w.e.f. 24 March 2025)	Relative of KMP
Sudha Kanumuri (w.e.f 23 July 2025)	
Akhil Kanumuri (w.e.f 23 July 2025)	

Notes to the Standalone Financial Statements for the year ended 31

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(b) Transactions with related parties

	For the year ended 31 March 2026	For the year ended 31 March 2025
Transactions with subsidiary companies		
Marketing support service fees	807.47	540.70
- Sai Life Sciences Inc.	754.42	496.89
- Sai Life Sciences GmbH	53.05	43.81
Revenue from operations - Research Services Provided	40.64	77.99
- Sai Life Sciences Inc	40.64	77.99
Investment in equity share capital	-	338.39
- Sai Life Sciences Inc	-	338.39
Issue of Standby Line of Credit	-	37.10
- Given to vendor on behalf of Sai Life Sciences Inc	-	37.10
Transactions with Subsidiaries	148.60	134.18
- Sai Life Pharma Private Limited (Rent)	1.42	1.42
- Sai Life Pharma Private Limited (Legal and Professional)	31.08	28.78
- Sai Life Sciences Inc (Cost of material, chemicals & reagents consumed)	116.10	103.60
- Sai Life Sciences Inc (Bank charges)	-	0.38
Transactions with independent directors	14.41	16.74
Commission	10.51	9.75
Sitting fees	3.85	5.31
Reimbursement of expenses	0.05	1.68
Transactions with KMP - Short-term employee benefits *	201.50	122.17
Dr. K Ranga Raju	31.56	29.12
Krishnam Raju	130.77	62.04
Sivaramakrishnan Chittor	35.05	25.09
Runa Karan	4.12	5.92
Transactions with KMP - Share-based payments #	159.88	79.75
Sivaramakrishnan Chittor	158.14	79.75
Runa Karan	1.74	-
Transactions with Relative to KMP	2.67	-
Sudha Kanumuri	1.67	-
Akhil Kanumuri	1.00	-

(c) Balances outstanding

	As at 31 March 2026	As at 31 March 2025
Payables		
Subsidiary company	272.92	175.21
- Sai Life Sciences Inc	262.95	167.03
- Sai Life Pharma Private Limited	9.31	8.18
- Sai Life Sciences GmbH	0.66	-
Receivables		
Subsidiary companies	10.38	37.14
- Sai Life Sciences Inc	10.38	29.27
- Sai Life Sciences GmbH	-	7.87
Investment in equity share capital	1,122.37	1,122.37
- Sai Life Sciences Inc	1,005.16	1,005.16
- Sai Life Sciences GmbH	2.11	2.11
- Sai Life Pharma Private Limited	115.10	115.10
Issue of Standby Line of Credit	-	37.10
- Given to vendor on behalf of Sai Life Sciences Inc	-	37.10

* KMP are covered by the Company's Mediciam insurance policy and are eligible for gratuity and leave encashment along with other employees of the Company. The proportionate premium paid towards this policy and provision made for gratuity and leave encashment pertaining to the KMP has not been included in the aforementioned disclosures as these are not determinable on an individual basis.

Share based compensation expense allocable to key management personnel is ₹. 1.25 (31 March 2025 : ₹. 3.03), which is not included in the remuneration disclosed above.

Represents the perquisite value of stock options exercised during the year and does not include the fair value of options granted (vested / unvested) but not exercised as on 31 March 2026 and 31 March 2025.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(d) Transaction with related parties

In accordance with the applicable provisions of the Income Tax Act, 1961, the Company is required to use certain specified methods in assessing that the transactions with the related parties, are carried at an arm's length price and is also required to maintain prescribed information and documents to support such assessment. The appropriate method to be adopted will depend on the nature of transactions / class of transactions, class of associated persons, functions performed and other factors as prescribed. Based on certain internal analysis carried out, management believes that transactions entered into with the related parties were carried out at arms length prices. The Company is in the process of updating the transfer pricing documentation for the financial year ended 31 March 2026. In opinion of the management, the same would not have an impact on these financial statements.

41. Segment reporting

The management has assessed the identification of reportable segments in accordance with the requirements of Ind AS 108 'Operating Segment' and believes that the Company has only one reportable segment namely "Contract research, development and manufacturing". Geography-wise details of the Company's revenues from external customers and its non-current assets (other than financial instruments, investments accounted for using the equity method, deferred tax assets and post-employment benefit assets) and revenue from major customers are given below:

	As at 31 March 2026	As at 31 March 2025
(i) Revenue from External customers		
India	123.86	210.31
Outside India	20,851.74	15,868.39
(ii) Non-Current Assets (Other than financial instruments)		
India	19,248.29	14,301.47
Outside India	1,055.16	928.71

(iii) Major Customers

The Company has one customer (31 March 2025 two customers) who contributed more than 10% of the Company's total revenue during the year. The revenue recognised from such customer during the years is ₹. 2674.75 (31 March 2025: ₹. 3,638.84).

42. Contingent liabilities and commitments

	As at 31 March 2026	As at 31 March 2025
(a) Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	3,536.43	1,028.40
(b) Contingent liabilities		
i. Claims arising from disputes not acknowledged as debts in respect of:		
Excise duty liabilities - refer note (c) (i) below	7.25	7.25
Service tax liabilities - refer note (c) (ii) below	12.36	12.36
Provident Fund Damages relating to PF contribution of international workers - refer note (c) (iii) below	21.89	21.89
Income tax liabilities - refer note (c) (iv), (v) & (xii) below	72.38	27.01
GST liabilities - refer note (c) (vi) (vii) (viii) & (ix) below	859.16	467.81
VAT liabilities - refer note (c) (x) below	-	44.73
Customs - refer note (c) (xi) below	0.06	0.06
	973.10	581.11
ii. Issue of Standby Line of Credit to vendor on behalf of Subsidiary	-	37.10

(c) Notes on Contingent liabilities

- (i) The Company has received an Order from the Commissioner (Appeals), Hyderabad for a demand of ₹. 7.25 for the period November 2007 to March 2012 on the ground that the Company has not complied with the conditions of Notification No 23/2003 - CE dated 31 March 2003. As per the said notification, an Export Oriented Unit (EOU) can clear the goods into Domestic Tariff Area (DTA) on payment of excise duty at a concessional rate upto 50% of the Free on Board (FOB) value of the exports subject to the condition that the said exported goods are similar to that of goods sold into DTA. The Central Excise authorities have held that the goods sold in DTA are different from that of

Notes to the Standalone Financial Statements for the year ended 31

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

the goods which are exported and accordingly, demand has been raised along with interest and penalty. The Company has filed an appeal before the Central Excise and Service Tax Appellate Tribunal ('CESTAT') and waiting for personal hearing.

- (ii) The Company has received an Order from the Commissioner (Appeals), Central Excise, Pune for a demand of ₹. 12.36 for the period July 2012 to December 2014 on the ground that the Place of Provision of Service with respect to Drug Metabolism and Pharmacokinetic (DMPK) services rendered by the Company is in India and as such, there is no export of service by the Company in view of Rule 4 of Place of Provision of Service Rules, 2012 (POPS Rules). The Company has filed an appeal before the CESTAT Pune on 27 April 2015 which is rejected. Thereafter, the Company has filed an appeal before the Honourable High Court on 09 December 2019 and Personal Hearing is attended on 27 February 2020. Appeal has been admitted by High court on 05 July 2022 and waiting for personal hearing.
- (iii) The Company had three Non resident Indians on its rolls covered under the definition of International Workers as per the Employees' Provident Funds and Miscellaneous Provisions Act, 1952. Based on the Government Order, in June 2017, the Company suo moto made a payment of provident fund along with the applicable interest rates.

However, on 25 April 2018, the Company received a notice from the Department stating that from the period 01 November 2008 to 31 March 2018, the Company had delays in deposit of Provident fund amount and accordingly, charged interest and damages under Section 14B and Section 7Q of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952 to the extent of ₹. 13.15 and ₹. 21.89 for interest and damages respectively.

The Company has represented the case stating that interest payments were made appropriately. The PF authorities took such interest payment on record and gave a corrigendum stating the same.

The Company is still contesting the damages payment of ₹. 21.89. The Company addressed a letter dated 22 October 2020 to the Regional Provident Fund Commissioner, requesting it to refrain from taking any such coercive action against the Company and reserved its right to exercise its rights and remedies under law. However, since no presiding officer had been appointed for hearing matters before the Central Government Industrial Tribunal ("CGIT") at that time, the Company filed the present writ petition bearing Writ Petition No. 19867 of 2020 against the RPFC for the setting aside of the Impugned Order as being arbitrary, illegal and violative of Article 14 of the Constitution of India. The matter was listed on 19 November 2020, wherein, the High Court passed an interim order granting a stay on the Impugned Order. However, as on date, there is no further order with regard to the said damages. Apart from the proceedings before the High Court of Telangana, an appeal was also filed by the Company challenging the Impugned Order before the CGIT under Section 7-I of the EPF Act. The matter was listed for admission on 26 April 2021. The CGIT, vide, an order passed on 26 April 2021, observed that the present appeal was admitted subject to the final order passed by the High Court of Telangana. The said order held that the application for stay as filed by the Company would be considered upon obtaining such a final order.

- (iv) The Company has received an Order dated 25 March 2025 from the Income tax authorities relating to assessment year 2019-20 for an amount of ₹. 8.74, treating the Company as 'Assessee in default' due to non-deduction of TDS on remittances made to certain vendor outside of India. The Company filed an appeal before the CIT (A) on 23 Apr 25 and waiting for personal hearing.
- (v) The Company has received an Order from the Assessment Unit, Income Tax Department for a demand of ₹. 18.27 for the assessment year 2022-23 disallowing the 'Repairs and Maintenance' expenditure as revenue expenditure but allowed Depreciation @ 15% on such expenditure by treating it as 'capital expenditure'. The Company has filed an appeal before the Commissioner of Income Tax (Appeals) and waiting for personal hearing.

The Company has filed Stay petition and obtained Stay Order for an amount of ₹. 0.2 in the month of Feb-26, however remaining amount has been adjusted by the Authorities with the outstanding refunds due to the Company.

- (vi) The Company has received an Order from the Deputy Commissioner of State Tax, Pune for a demand of ₹. 4.22 for the period July 2017 on the ground that the transitional input tax credit carried forward into GST by the Company is incorrect and accordingly, demand has been raised along with interest and penalty. The Company has filed an appeal before the Deputy Commissioner of State Tax (Appeals), Pune.

The Company has discharged the remaining tax liability of ₹. 1.98 and the applicable interest liability of ₹. 1.09 in the month of Feb-26 and requested the Authorities to waive the remaining interest liability and full penalty. The Company is waiting for the final Order.

- (vii) The Company has received Orders from the Deputy Commissioner of Commercial Taxes (Enforcement), Kalaburagi for a demand of ₹. 366.84 for the period July 2017 to March 2022 on the ground that 'Marketing support' services received from M/s. Sai Life Sciences Inc., USA are liable to GST under Reverse Charge mechanism. The Company has filed an appeal before the Joint Commissioner of Commercial Taxes (Appeals), Gulbarga and all appeals were dismissed in the month of Nov-25. The Company is in process of filing an appeal before the GSTAT.

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March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

- (viii) The Company has received an order from the Joint Commissioner, Malkajgiri Division, Telangana for the financial year 2018-19 disallowing the input tax credit from cancelled tax payers for an amount of ₹. 4.97 including interest and penalties. The Company has filed an appeal before the Joint Commissioner of State Tax (Appeals), Telangana and waiting for personal hearing.

The Company has received an order from the Joint Commissioner, Malkajgiri Division, Telangana for the financial year 2019-20 disallowing the input tax credit from cancelled tax payers for an amount of ₹. 0.43 including interest and penalties. The Company has filed an appeal before the Joint Commissioner of State Tax (Appeals), Telangana and waiting for personal hearing.

- (ix) The Company has received an order from the Deputy Commissioner, Kalaburagi, Karnataka for the financial year 2019-20 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹. 2.89 including interest and penalties. The Company has filed an appeal the Joint Commissioner of Commercial Taxes (Appeals), Gulbarga and waiting for personal hearing.

The Company has received an order from the Deputy Commissioner, Kalaburagi, Karnataka for the financial year 2020-21 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹. 87.88 including interest and penalties. The Company has filed an appeal before the Appellate Authority and the appeals were dismissed in Dec-25. The Company is in process of filing an appeal before the GSTAT.

The Company has received an order from the Deputy Commissioner of Commercial Taxes (Audit), Bidar, Karnataka for the financial year 2021-22 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹. 328.57 including interest and penalties. The Company has filed an appeal before the Appellate Authority in Mar-26 and waiting for personal hearing.

The Company has received an order from the Additional Commissioner Hyderabad for the financial years 2018-19 to 2021-22 levying the penalty for an amount of ₹. 49.34 for incorrect distribution of input tax credit through the Company's ISD registration in the month of Dec-25. The Company has filed an appeal before the Appellate Authority in the month of Mar-26 and waiting for personal hearing.

The Company has received an order from the Assistant Commissioner Pune for the financial years 2018-19 to 2021-22 disallowing the input tax credit on invoices for which the tax credits have been incorrectly distributed through the Company's ISD registration for an amount of ₹. 14.03 including penalties. The Company has filed a rectification Order for the errors apparent on record in the month of Feb-26 and waiting for the revised Order.

- (x) The Company has received Orders under Maharashtra Value Added Tax ('MVAT') Act, 2002 and Central Sales Tax ('CST') Act, 1956 from the Joint Commissioner of State Tax, Pune for a demand of ₹. 44.73 for the period April 2009 to March 2014 regarding the eligibility of refund of Input Tax Credit ('ITC') under MVAT Act. The tax authorities have raised objection that the subject activity of transfer of deliverables (technical know-how) by the Company to the Customer is a service and not sale of goods. However, the Company believes that transfer of deliverables to the Customer is sale of goods and the Company is eligible for refund of unutilized ITC. Accordingly, the Company has filed an appeal before the Maharashtra Sales Tax Tribunal (MSTT) and waiting for personal hearing.

The Company has created a provision for an amount of ₹. 69.75 in the book of accounts as at 31 March 2026 including the interest liabilities.

- (xi) The Company has received an Order from the Assistant Commissioner of Customs, Mumbai for a demand of ₹. 0.06 for the period January 2019 to August 2019 regarding short discharge of customs duties owing to wrong classification of goods. The Company has filed a reply clarifying the error in the Order and further, filed an appeal before the Commissioner of Customs (Appeals), Mumbai. The Company is waiting for personal hearing.

- (xii) The Company has received an Order dated 18 March 2026 from the Income tax authorities relating to assessment year 2020-21 for an amount of ₹. 45.36, treating the Company as 'Assessee in default' due to non-deduction of TDS on remittances made to certain vendor outside of India. The Company is in process of filing an appeal before the CIT (A).

- (xiii) The Company is subject to various legal proceedings and claims, which have arisen in the ordinary course of business including litigation pending before various tax authorities, including those mentioned in above points. The uncertainties and possible refunds are dependent on the outcome of different legal processes, which have been invoked by the claimants or the Company, as the case may be and therefore cannot be accurately predicted. The Company engages reputed professional advisors to protect its interest and has been advised that it has strong legal positions against such disputes. Management believes that it has a reasonable case in its defence of the proceedings and accordingly no impact has been considered in the financial statements.

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

43. Other statutory disclosures

- i) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.
- ii) The Company does not have any transactions with companies struck off.
- iii) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- iv) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- v) The Company has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- vi) The Company has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Company (Ultimate Beneficiaries) or
 - (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- vii) The Company has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- viii) The Company does not have any such transaction which is not recorded in the books of account that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961

44. Micro, Small and Medium Enterprises

Disclosure in respect of the amounts payable to micro and small enterprises as at 31 March 2026 & 31 March 2025 has been made in the financial statements based on information received and available with the Company. The Company has not received any claim for interest from any supplier under the said Act.

	31 March 2026	31 March 2025
The principal amount remaining unpaid to any supplier as at the end of each accounting year*	972.19	764.43
Interest due thereon remaining unpaid to any suppliers as at the end of the accounting year	12.70	12.45
The amount of interest paid by the Company along with the amounts of the payment made to the supplier beyond the appointed day during the year	–	–
The amount of interest due and payable for the year of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under this Act	0.25	2.51
The amount of interest accrued and remaining unpaid at the end of the year**	12.70	12.45
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise	–	–

* Includes amounts payable to trade creditors ₹. 416.84 (31 March 2025: ₹. 461.72) and capital creditors ₹. 555.36 (31 March 2025: ₹. 302.72)

** Includes amounts payable to trade creditors ₹. 12.67 (31 March 2025: ₹. 12.45)

This information is required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 and has been determined to the extent such parties have been identified on the basis of information available with the Company.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

45. Leases

Company as a lessee : The Company has lease contracts for land, buildings, plant and equipment, vehicles and computers, with lease period varying upto 51 years. The Company's obligations under its leases are secured by the lessor's title to the leased assets.

Lease liabilities	As at 31 March 2026	As at 31 March 2025
Opening balance	1,585.44	1,574.47
Additions	236.50	454.05
Deletions	(4.21)	–
Accretion of interest	165.96	187.67
Payments	(703.14)	(630.75)
Closing balance	1,280.55	1,585.44
Current	565.70	509.84
Non-current	714.85	1,075.60

Amount recognised in Statement of Profit and Loss

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation: Right-of-use assets	370.11	312.89
Finance cost: Interest on lease liabilities	165.96	187.67
Short term and variable lease payments (Refer note below)	3.92	13.46

Note: The Company applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option).

Amount recognised in Statement of Cash flow

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash outflows for leases		
Interest portion of lease liabilities	165.96	187.67
Principal portion of lease liabilities	537.18	443.08

The table below provides details regarding the undiscounted contractual maturities of lease liabilities:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Less than one year	669.56	714.64
One to five years	678.18	1,089.45
More than five years	754.76	849.56
Total	2,102.50	2,653.65

46. Ratios

The following are analytical ratios for the year ended 31 March 2026 and 31 March 2025

Particulars	Numerator	Denominator	As at 31 March 2026	As at 31 March 2025	Variance	Reason for change more than 25%
Current Ratio	Current Assets	Current Liabilities	1.66	2.06	-19.4%	NA
Debt-Equity Ratio	Total Debt ⁽¹⁾	Shareholder's Equity	0.00	0.00	NA	NA
Debt Service Coverage Ratio	Earnings available for debt service ⁽²⁾	Debt service ⁽³⁾	30.52	8.35	265.5%	Improved primarily due to increase in profits and lower debt service obligation

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March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Particulars	Numerator	Denominator	As at 31 March 2026	As at 31 March 2025	Variance	Reason for change more than 25%
Return on Equity (ROE)	Net profit after taxes	Average Shareholder's Equity	14.61%	10.92%	33.8%	Improved due to higher profitability and optimum utilisation of shareholders funds
Inventory Turnover Ratio	Cost of goods sold ⁽⁶⁾	Average Inventory	4.18	4.40	-5.0%	NA
Trade Receivables Turnover Ratio	Revenue from Operations	Average Receivables	5.96	5.37	11.0%	NA
Trade Payables Turnover Ratio	Cost of goods sold ⁽⁶⁾ +Other expense	Average Trade Payable	2.93	3.27	-10.4%	NA
Net Capital Turnover Ratio	Revenue from Operations	Working capital ⁽⁴⁾	3.87	2.14	80.8%	Improved due to better utilisation of working capital and increased revenues
Net Profit Ratio	Net Profit	Revenue from Operations	15.86%	10.57%	50.0%	Increase due to higher revenues and operating leverage
Return on Capital Employed (ROCE)	Earnings Before Interest and Taxes (EBIT)	Capital Employed ⁽⁵⁾	18.00%	13.00%	38.5%	Increase due to higher revenues and operating leverage
Return on Investment ⁽⁹⁾	Income generated from investments ⁽⁷⁾	Investments ⁽⁸⁾	1.06%	–	NA	NA

⁽¹⁾ Long-Term borrowings + Short-Term borrowings - Cash and cash equivalents -Other bank balances (note 15 (ii)) and Deposits classified under Other financial assets (note 10))

⁽²⁾ Net profit before tax + Depreciation + Finance cost

⁽³⁾ Finance cost (excluding interest on lease liabilities) + Current maturities of long-term loans

⁽⁴⁾ Current assets - current liabilities

⁽⁵⁾ Total Assets - current liabilities

⁽⁶⁾ Cost of materials consumed +Changes in inventories of work-in-progress

⁽⁷⁾ Gain on investments carried at fair value through profit or loss (FVTPL) (refer note 27)

⁽⁸⁾ Investment in mutual funds (at fair value through profit or loss (FVTPL)) (refer note 9)

⁽⁹⁾ The Company has made investments in mutual funds during the current year ended 31 March 2026

47. The Board of directors recommended following in its meeting held as on 10 June 2024. :

- (i) To split equity share of face value of ₹. 10 each into 10 equity shares of face value of ₹. 1 each. Accordingly, the issued, subscribed and paid-up capital of our Company was subdivided from 17,663,034 equity shares of face value of ₹. 10 each to 176,630,340 equity shares of face value of ₹. 1 each. The impact of split share is retrospectively considered in the computation of EPS as per the requirement of Ind AS - 33 Earnings per share.
- (ii) Increase in authorized share capital from ₹. 214 consisting of 21,400,000 Equity Shares of ₹. 10/- each to ₹. 250 consisting of 250,000,000 Equity Shares of ₹. 1 each.

The shareholders of the Company approved above recommendation in its Extra Ordinarily General Meeting, dated 11 June 2024.

48. During the previous year ended 31 March 2025, the Company has completed its Initial Public Offer of equity shares of face value of ₹. 1 each at a issue price of ₹. 549 per share (including premium of ₹. 548 per share) comprising of Offer for Sale of 38,116,934 equity shares by selling share holders aggregating to ₹. 20,926.20 and fresh issue of 17,304,189 equity shares aggregating to ₹. 9,500.00. The equity shares of the Company got listed on National Stock Exchange of India limited and Bombay Stock Exchange on 18 December 2024.

Notes to the Standalone Financial Statements for the year ended 31

March 2026 (Contd.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

The total offer expenses are estimated to be ₹. 1,284.81 (inclusive of taxes) which are proportionately allocated between the selling shareholders and the Company in the ratio of equity shares sold by the selling shareholders and issued by the Company. The utilisation of IPO proceeds of ₹. 9,098.84 (net of provisional IPO expenses of ₹. 401.16) is summarized below:"

Objects of the offer as per Prospectus	Amount to be Utilised	Utilisation	Unutilised as at 31 March 2026
Repayment / prepayment, in full or part of all or certain outstanding borrowings availed by our company	7,200.00	7,200.00	—
General corporate purposes	1,898.84	1,898.84	—
Total	9,098.84	9,098.84	—

49. Subsequent to the year end, the Company has been served notice in a Public Interest Litigation filed before the Hon'ble High Court of Karnataka relating to environmental matters in the Kolhar Industrial Area, Bidar, wherein the Company has been named as one of the respondents. The matter is currently at a preliminary stage and no adverse orders have been passed as at the date of approval of these financial statements. Based on its assessment and considering existing regulatory approvals, management believes that the matter is not expected to have a material impact on the financial position of the Company or its ability to continue as a going concern.

50. Approval of financial statements

The Standalone financial statements were approved by the Board of Directors on 14 May 2026.

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramkrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

The background is a solid blue color, split diagonally from the top-left corner to the bottom-right corner. On the right side, there are several sets of white, wavy, concentric lines that create a sense of depth and movement. The text is centered in the middle of the image.

Consolidated Financial Statements

Independent Auditor's Report

To The Members of **Sai Life Sciences Limited**

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the accompanying consolidated financial statements of Sai Life Sciences Limited (the "Parent") and its subsidiaries, (the Parent Company and its subsidiaries together referred to as the "Group") which comprise the Consolidated Balance Sheet as at 31 March 2026 and the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year ended on that date and notes to the financial statements, including a summary of material accounting policies and other explanatory information.

In our opinion and to the best of our information and according to the explanations given to us and based on the consideration of reports of the other auditors on separate financial statements subsidiaries, referred to in the Other Matters section below, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 (the "Act") in the manner so required and give a true and fair view in conformity with the Indian Accounting Standards prescribed under section 133 of the Act, ("Ind AS") and other accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31 March 2026, their consolidated profit and their consolidated other comprehensive income, their consolidated cash flows and their consolidated changes in equity for the year ended on that date.

Basis for Opinion

We conducted our audit of the consolidated financial statements in accordance with the Standards on Auditing ("SA's") specified under section 143 (10) of the Act. Our responsibilities under those Standards are further described in the Auditor's Responsibility for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India ("ICAI") together with the ethical requirements that are relevant to our audit of the consolidated financial statements under the provisions of the Act and the Rules made thereunder and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us and the audit evidence obtained by the other auditors in terms of their reports referred to in the sub-paragraph (a) of the Other Matters section below, is sufficient and appropriate to provide a basis for our audit opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole and in forming our opinion thereon and we do not provide a separate opinion on these matters. We have determined the matters described below to be the key audit matters to be communicated in our report

Sr. No.	Key Audit Matter	Auditor's Response
1	Revenue recognition for fixed price contracts. The Group enters into fixed price contracts with customers. In line with Ind AS 115, revenue in respect of such contracts is recognized over time under the percentage completion method, where it is assessed that the performance obligations are satisfied over time. Refer Note 3 and 27 of the consolidated financial statements. Significant judgement and/or estimates are involved in assessing the timing of satisfaction of performance obligations under the aforesaid contracts and the extent of completion of the performance obligations at the balance sheet date. Given the above and its significant impact on the financial statements, revenue recognition for fixed price contracts is identified as a Key Audit Matter.	Our key audit procedures included the following: - Evaluated the Group's revenue recognition accounting policies and compliance with applicable accounting standards. - We have performed walkthrough and obtained detailed understanding of the Group's revenue recognition process. - Evaluated the design, implementation and operating effectiveness of Group's internal financial controls with respect to revenue recognition. - Evaluated the integrity of the general information and technology control environment and tested the operating effectiveness of IT controls over recognition of revenue. - We have analyzed customer contracts on sample basis to identify arrangements entered by the Group for compliance with Ind AS 115 to evaluate appropriateness of recognition of revenue. - We have reviewed the estimation of project costs and the methodology used to measure progress towards project completion. - We have performed substantive testing by selecting samples of revenue recorded during the year and verifying the underlying documents which include sales invoice, customer contracts, delivery documents. - Evaluated the adequacy of the disclosures related to revenue recognition and significant estimates in the financial statements.

Information Other than the Financial Statements and Auditor's Report Thereon

- The Parent's Board of Directors is responsible for the other information. The other information comprises the Director's report, Corporate Governance Report, Management Discussion and Analysis Report and Business Responsibility and Sustainability Report (but does not include the consolidated financial statements, standalone financial statements and our auditor's report thereon). The Director's report, Corporate Governance Report, Management Discussion and Analysis Report and Business Responsibility and Sustainability Report is expected to be made available to us after the date of this auditor's report.
- Our opinion on the consolidated financial statements does not cover the other information and will not express any form of assurance conclusion thereon.
- In connection with our audit of the consolidated financial statements, our responsibility is to read the other information, compare with the financial statements of the subsidiaries audited by the other auditors, to the extent it relates to these entities and, in doing so, place reliance on the work of the other auditors and consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained during the course of our audit or otherwise appears to be materially misstated. Other information so far as it relates to the subsidiaries, is traced from their financial statements audited by the other auditors.
- When we read the Director's report, Corporate Governance Report, Management Discussion and Analysis Report and the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance as required under SA 720 'The Auditor's responsibilities Relating to Other Information'.

Responsibilities of Management and Board of Directors for the Consolidated Financial Statements

The Parent's Board of Directors is responsible for the matters stated in section 134(5) of the Act with respect to the preparation of these consolidated financial statements that give a true and fair view of the consolidated financial position, consolidated financial performance including other comprehensive income, consolidated cash flows and consolidated changes in equity of the Group in accordance with the accounting principles generally accepted in India, including Ind AS specified under section 133 of the Act. The respective Board of Directors of the companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Group and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Directors of the Parent Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group are responsible for assessing the ability of the respective entities to continue as a going concern, disclosing, as applicable, matters related

to going concern and using the going concern basis of accounting unless the respective Board of Directors either intend to liquidate their respective entities or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the companies included in the Group are also responsible for overseeing the financial reporting process of the Group.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal financial controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Parent Company has adequate internal financial controls with reference to consolidated financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the ability of the Group to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors. For the entities included in the consolidated financial statements, which have been audited by the other auditors, such other auditors remain responsible for the direction, supervision and performance of the audits carried out by them. We remain solely responsible for our audit opinion.

Materiality is the magnitude of misstatements in the consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the consolidated financial statements.

We communicate with those charged with governance of the Parent Company and such other entities included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal financial controls that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Other Matters

- (a) We did not audit the financial statements of two subsidiaries whose financial statements reflect total assets of Rs. 1,519.80 million as at 31 March 2026, total revenues of Rs. 1,356.27 million and net cash outflows amounting to Rs. 26.56 million for the year ended on that date, as considered in the consolidated financial statements. These financial statements have been audited by other auditors whose reports have been furnished to us by the Management and our opinion on the consolidated financial statements, in so far as it relates to the amounts and disclosures included in respect of these subsidiaries and our report in terms of subsection (3) of Section 143 of the Act, in so far as it relates to the aforesaid subsidiaries is based solely on the reports of the other auditors.

Our opinion on the consolidated financial statements above and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matters with respect to our reliance on the work done and the reports of the other auditors.

Report on Other Legal and Regulatory Requirements

- As required by Section 143(3) of the Act, based on our audit and on the consideration of the reports of the other auditors on the separate financial statements of subsidiaries, referred to in the Other Matters section above we report, to the extent applicable that:
 - We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept by the Group including relevant records so far as it appears from our examination of those books.
 - The Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss including Other Comprehensive Income, the Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
 - In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.
 - On the basis of the written representations received from the directors of the Parent Company as on 31 March 2026 taken on record by the Board of Directors of the Company and the reports of the statutory auditors of its subsidiary companies incorporated in India, none of the directors of the Group companies is disqualified as on 31 March 2026 from being appointed as a director in terms of Section 164 (2) of the Act.
 - With respect to the adequacy of the internal financial controls with reference to consolidated financial statements and the operating effectiveness of such controls, refer to our separate Report in "Annexure A" which is based on the auditors' reports of the Parent company, subsidiary companies incorporated in India. Our report expresses an unmodified opinion on the adequacy and operating effectiveness of internal financial controls with reference to consolidated financial statements of those companies.
 - With respect to the other matters to be included in the Auditor's Report in accordance with the requirements of section 197(16) of the Act, as amended, in our opinion and to the best of our information and according to the explanations given to us and based on the auditor's reports of subsidiary companies incorporated in India, the remuneration paid by the Parent Company and such subsidiary companies to their respective directors during the year is in accordance with the provisions of section 197 of the Act.
 - With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditors) Rules, 2014, as amended in our opinion and to the best of our information and according to the explanations given to us:
 - The consolidated financial statements disclose the impact of pending litigations on the consolidated

- financial position of the Group, refer Note 43 to the consolidated financial statements;
- ii) The Group did not have any material foreseeable losses on long-term contracts including derivative contracts.
- iii) There were no amounts which were required to be transferred to the Investor Education and Protection Fund by the Parent Company and its subsidiary companies incorporated in India.
- iv) (a) The respective Managements of the Parent Company and its subsidiaries, which are companies incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries that, to the best of their knowledge and belief, other than as disclosed in the note 44 to the consolidated financial statements, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Parent Company or any of such subsidiaries to or in any other person(s) or entity(ies), including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall, directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Parent Company or any of such subsidiaries ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (b) The respective Managements of the Parent Company and its subsidiaries incorporated in India, whose financial statements have been audited under the Act, have represented to us and to the other auditors of such subsidiaries that, to the best of their knowledge and belief, other than as disclosed in the note 44 to the consolidated financial statements, no funds have been received by the Parent Company or any of such subsidiaries from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Parent Company or any of such subsidiaries shall, directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (c) Based on the audit procedures performed that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditors of the subsidiaries which are companies incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor's notice that has caused us or the other auditors to believe that the representations under sub-clause (i) and (ii) of Rule 11(e), as provided under (a) and (b) above, contain any material misstatement.
- v) The Parent Company and its subsidiaries which are companies incorporated in India, whose financial statements have been audited under the Act, have not declared or paid any dividend during the year and have not proposed final dividend for the year.
- vi) Based on our examination which included test checks and that performed by the respective auditors of the subsidiaries and based on the other auditor's reports of its subsidiary companies incorporated in India whose financial statements have been audited under the Act, the Parent Company, its subsidiary companies which are incorporated in India have used accounting software systems for maintaining their respective books of account for the financial year ended 31 March 2026 which have the feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the software systems. Further, during the course of audit, we and respective other auditors, whose reports have been furnished to us by the Management of the Parent Company, have not come across any instance of the audit trail feature being tampered with. Additionally, the audit trail has been preserved by the Parent Company and above referred subsidiary companies incorporated in India as per the statutory requirements for record retention.
2. With respect to the matters specified in clause (xxi) of paragraph 3 and paragraph 4 of the Companies (Auditor's Report) Order, 2020 ("CARO"/ "the Order") issued by the Central Government in terms of Section 143(11) of the Act, according to the information and explanations given to us and based on the CARO reports issued by us and the auditors of respective companies included in the consolidated financial statements to which reporting under CARO is applicable, as provided to us by the Management of the Parent Company, we report that there are no qualifications or adverse remarks by the respective auditors in the CARO reports of the said companies included in the consolidated financial statements.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants

(Firm's Registration No.

117366W/W-100018)

Sathya P Koushik

Partner

Place: Hyderabad

Date: 14 May 2026

Membership No.206920

UDIN: 26206920SMOXQE7628

ANNEXURE “A” TO THE INDEPENDENT AUDITOR’S REPORT

(Referred to in paragraph 1(f) under ‘Report on Other Legal and Regulatory Requirements’ section of our report of even date)

Report on the Internal Financial Controls with reference to consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013 (the “Act”)

In conjunction with our audit of the consolidated financial statements of the Company as at and for the year ended 31 March 2026, we have audited the internal financial controls with reference to consolidated financial statements of Sai Life Sciences Limited (hereinafter referred to as “Parent”) and its subsidiary company which is company incorporated in India, as of that date.

Management’s and Board of Directors’ Responsibilities for Internal Financial Controls

The respective Company’s management and Board of Directors of the Parent, its subsidiary company, which is company incorporated in India, are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the internal control with reference to consolidated financial statements criteria established by the respective Companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI)”. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company’s policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records and the timely preparation of reliable financial information, as required under the Companies Act, 2013.

Auditor’s Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary company, which is company incorporated in India, based on our audit. We conducted our audit in accordance with the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting (the “Guidance Note”) issued by the Institute of Chartered Accountants of India and the Standards on Auditing, prescribed under Section 143(10) of the Companies Act, 2013, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements was established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor’s judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements of the Parent, its subsidiary company, which is company incorporated in India.

Meaning of Internal Financial Controls with reference to consolidated financial statements

A company’s internal financial control with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company’s internal financial control with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company’s assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with reference to consolidated financial statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial control with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Opinion

In our opinion to the best of our information and according to the explanations given to us the Parent and its subsidiary company which is company incorporated in India, have, in all material respects, an adequate internal financial controls with reference to consolidated financial statements and such internal financial controls with reference to consolidated financial statements were operating effectively as at

31 March 2026, based on the criteria for internal financial control with reference to consolidated financial statements established by the respective companies considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India.

For **DELOITTE HASKINS & SELLS LLP**

Chartered Accountants
(Firm's Registration No. 117366W/W-100018)

Sathya P Koushik

Partner

Membership No.206920
UDIN: 26206920SMOXQE7628

Place: Hyderabad
Date: 14 May 2026

Consolidated Balance Sheet as at 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Note	As at 31 March 2026	As at 31 March 2025
Assets			
Non-current assets			
(a) Property, plant and equipment	6	15,344.14	11,850.12
(b) Right-of-use assets	7	2,743.01	2,923.44
(c) Capital work-in-progress	6(i)	2,704.53	1,244.56
(d) Intangible assets	8	61.17	108.56
(e) Financial assets			
(i) Investments	9	35.10	19.43
(ii) Other financial assets	10	577.69	50.78
(f) Deferred tax asset	11	134.35	141.97
(g) Non-current tax assets (net)	12	32.40	84.68
(h) Other non-current assets	13	523.71	131.10
Total non-current assets		22,156.10	16,554.64
Current assets			
(a) Inventories	14	1,509.68	1,188.65
(b) Financial assets			
(i) Investments	9	469.92	–
(ii) Trade receivables	15	3,736.23	3,547.83
(iii) Cash and cash equivalents	16(i)	819.14	911.19
(iv) Bank balances other than (iii) above	16(ii)	289.57	3,727.63
(v) Other financial assets	10	1,039.71	796.24
(c) Other current assets	13	6,241.05	4,873.57
Total current assets		14,105.30	15,045.11
Total assets		36,261.40	31,599.75
EQUITY AND LIABILITIES			
Equity			
(a) Equity share capital	17	211.78	208.41
(b) Other equity	18	24,625.10	21,075.13
Total equity		24,836.88	21,283.54
Liabilities			
Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	19	205.04	–
(ii) Lease liabilities	20	1,276.20	1,646.87
(b) Provisions	22	323.18	234.08
(c) Deferred tax liabilities (net)	23	1,283.32	1,110.36
Total non-current liabilities		3,087.74	2,991.31
Current liabilities			
(a) Financial liabilities			
(i) Borrowings	19	746.21	1,286.36
(ii) Lease liabilities	20	657.07	590.58
(iii) Trade payables			
(A) Total outstanding dues of micro and small enterprises	24	429.53	474.16
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises	24	2,423.85	2,750.92
(iv) Other financial liabilities	21	1,636.78	754.44
(b) Other current liabilities	25	1,726.38	1,281.19
(c) Provisions	22	200.36	107.55
(d) Current tax liabilities (net)	26	516.60	79.70
Total current liabilities		8,336.78	7,324.90
Total equity and liabilities		36,261.40	31,599.75

See accompanying notes forming part of these Consolidated financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP
Chartered Accountants
Firm Registration No.: 117366W/W-100018

Sathya P. Koushik
Partner
Membership No.: 206920

Place: Hyderabad
Date : 14 May 2026

**For and on behalf of the Board of Directors of
Sai Life Sciences Limited**
CIN: L24110TG1999PLC030970

K.Ranga Raju
Chairman
DIN No: 00043186
Place: Hyderabad

Sivaramakrishnan Chittor
Director & Chief Financial Officer
DIN No: 01092158
Place: Hyderabad
Date : 14 May 2026

Krishnam Raju
Managing Director
DIN No: 00064614
Place: USA

Runa Karan
Company Secretary
Membership No.: A13721
Place: Hyderabad

Consolidated Statement of Profit and Loss for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Note	For the year ended 31 March 2026	For the year ended 31 March 2025
Income			
I Revenue from operations	27	21,924.92	16,945.70
II Other income	28	491.28	367.79
III Total income (I + II)		22,416.20	17,313.49
IV Expenses			
Cost of material, chemicals & reagents consumed	29	5,781.15	4,607.95
Changes in inventories of work-in-progress	30	(72.23)	49.69
Employee benefits expense	31	6,830.55	5,491.18
Finance costs	32	392.39	761.64
Depreciation and amortisation expense	33	1,668.55	1,385.73
Other expenses	34	3,073.86	2,740.27
Total expenses (IV)		17,674.27	15,036.46
V Profit before exceptional items and tax (III - IV)		4,741.93	2,277.03
VI Exceptional Items	35	(80.01)	-
VII Profit before tax (V + VI)		4,661.92	2,277.03
VIII Tax expense	36		
(i) Current tax		884.02	338.44
(ii) Deferred tax		288.80	237.27
Total tax expense (VIII)		1,172.82	575.71
IX Profit after tax (VII - VIII)		3,489.10	1,701.32
X Other comprehensive income			
A. (i) Items that will not be reclassified to profit or loss:			
(a) Re-measurement of defined benefit plans		14.90	4.52
(ii) Income-tax on items that will not be reclassified to profit or loss		(3.75)	(1.17)
		11.15	3.35
B. (i) Items that will be reclassified to profit or loss:			
(a) Effective portion of loss on designated portion of hedging instruments in a cash flow hedge		(389.28)	7.70
(b) Exchange differences on translating foreign operations		71.93	2.78
(ii) Income-tax on items that will be reclassified to profit or loss		97.98	(1.94)
		(219.37)	8.54
Total other comprehensive income for the year, net of tax (A + B)		(208.22)	11.89
Total comprehensive income for the year (IX + X)		3,280.88	1,713.21
XI Earnings per equity share (in absolute ₹ terms)	37		
Basic		16.63	8.83
Diluted		16.43	8.61

See accompanying notes forming part of these Consolidated financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

Place: Hyderabad

Date : 14 May 2026

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Consolidated Statement of Cash Flows for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash flow from operating activities		
Profit before tax	4,661.92	2,277.03
Adjustments for :		
Interest income	(186.18)	(175.65)
Gain on investments carried at fair value through profit or loss (FVTPL)	(4.92)	–
Loss on sale of Property, plant and equipment, net	9.63	18.11
Unrealised foreign exchange (gain)/loss	(95.02)	49.75
Depreciation and amortisation expense	1,668.55	1,385.73
Equity -settled share-based payments	21.04	24.78
Finance costs	392.39	761.64
Bad debts written off (net of recoveries)	3.41	–
Asset under CWIP written off	0.49	17.20
Bad debts and Loss allowance towards doubtful trade receivables and contract assets	(252.76)	309.09
Operating cash flows before working capital changes	6,218.55	4,667.68
(Increase)/decrease in other non-current assets	(31.54)	21.81
Increase in inventories	(321.03)	(314.22)
Increase in trade receivables	(154.17)	(999.65)
Increase in other current assets	(1,020.31)	(1,579.41)
(Increase)/decrease in other financial assets	(131.09)	24.05
Increase in trade payables	327.09	1,058.78
Increase in other financial liabilities and provisions	147.91	62.68
Increase in other non-current and current liabilities	445.19	415.04
Net cash generated from operating activities	5,480.60	3,356.76
Income-taxes paid, net	(389.27)	(216.31)
Net cash generated from operating activities (A)	5,091.33	3,140.45
Cash flows from investing activities		
Purchase of property, plant and equipment and other intangible assets (including capital work in progress, capital advances, capital creditors and Right-of-use assets)	(5,929.61)	(3,692.80)
Proceeds from sale of property, plant and equipment	5.18	4.77
Investments in other entities	(15.67)	(0.75)
Investments in mutual funds	(465.00)	–
Movement in other bank balances	2,921.31	(1,816.98)
Investment in deposits with banks and financial institutions	(695.00)	(20.00)
Interest income received	224.68	159.11
Net cash used in investing activities (B)	(3,954.11)	(5,366.65)
Cash flows from financing activities		
Proceeds from issue of equity shares	250.94	10,116.42
Transaction costs paid for fresh issue of shares on IPO	(198.49)	(113.20)
Repayment of current borrowings, net	(588.90)	(2,339.64)
Proceeds from non-current borrowings	255.04	534.08
Repayment of non-current borrowings	–	(3,898.66)
Repayment of Interest portion of lease liabilities	(232.17)	(248.99)
Repayment of Principal portion of lease liabilities	(615.52)	(510.64)
Interest paid #	(107.70)	(525.12)
Net cash generated from/(used in) financing activities (C)	(1,236.80)	3,014.25
Net increase/(decrease) in cash and cash equivalents during the year (A + B + C)	(99.58)	788.05
Effect of exchange differences on cash and cash equivalents held in foreign currency	8.20	2.78
Cash and cash equivalents at the beginning of the year	910.52	119.69
Cash and cash equivalents at the end of the year (Note 1 below)	819.14	910.52

Consolidated Statement of Cash Flows for the year ended 31 March 2026 (Continued)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	For the year ended 31 March 2026	For the year ended 31 March 2025
Note 1:		
Cash and cash equivalents includes		
Cash on hand	0.16	0.10
Balances with banks		
-in current accounts	333.80	375.82
-in book overdraft in bank accounts	–	(0.68)
-in cash credit accounts	448.21	485.28
-in deposits account	36.97	50.00
	819.14	910.52

Interest paid in cash flow from financing activities includes borrowing cost capitalised as property, plant and equipment and CWIP during the year amounting to ₹. Nil (31 March 2025: ₹. 12.99)

Refer note 19 for reconciliation between the opening and closing balances in balance sheet for financial liabilities arising from financing activities.

The above cash flow excludes the proceeds received in the share escrow account amounting to ₹ 20,926.20 on account of offer for sale made by selling shareholders during the previous year ended 31 March 2025. Book running lead managers disbursed ₹ 20,042.55 (net of issue expenses of ₹ 883.65) from share escrow account to the selling shareholders.

See accompanying notes forming part of these Consolidated financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

Place: Hyderabad

Date : 14 May 2026

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

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DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Consolidated Statement of Changes in Equity

for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

A Share Capital

	Equity		Preference		Total
	Number of shares	Amount	Number of shares	Amount	
As at 01 April 2024	1,76,63,034	176.63	4,80,000	3.87	180.50
Increase in equity shares on sub division of 1 equity share of face value of ₹. 10 each into 1 equity shares of face value of ₹. 1 each (refer note 48)	15,89,67,306	-	-	-	-
Shares issued during the year	2,09,84,049	20.98	-	-	20.98
Final Call monies received on Compulsorily convertible preference shares	-	-	-	0.93	0.93
Optionally convertible preference shares converted to Compulsorily convertible preference shares during the year	-	-	4,80,000	4.80	4.80
Compulsorily convertible preference shares converted to Equity shares during the year	96,00,000	9.60	(9,60,000)	(9.60)	-
Optionally convertible preference shares converted to Equity shares during the year	1,20,00,000	1.20	-	-	1.20
As at 31 March 2025	20,84,14,389	208.41	-	-	208.41
Shares issued during the year	33,64,845	3.37	-	-	3.37
As at 31 March 2026	21,17,79,234	211.78	-	-	211.78

B Other Equity

	Shares application money pending allotment	Reserves and Surplus			Other comprehensive income			Total
		Capital reserve	Securities premium	Employee stock options outstanding account	Retained earnings	Effective portion of cash flow hedges	Foreign currency translation reserve	
(i) Balance as at 01 April 2024	-	8.07	3,891.55	106.10	5,534.21	(17.92)	48.93	9,570.94
(ii) Profit for the year	-	-	-	-	1,701.32	-	-	1,701.32
(iii) Other Comprehensive income for the year (net of tax)	-	-	-	-	3.39	5.76	2.78	11.89
(iv) Total Comprehensive income for the year [(ii)+(iii)]	-	-	-	-	1,704.68	5.76	2.78	1,713.21
(v) Amount transferred on forfeiture of employee stock options	-	-	-	(6.10)	6.10	-	-	-
(vi) Amount transferred on exercise of employee stock options	-	-	74.41	(74.41)	-	-	-	-
(vii) Shares allotted during the year on account of exercise of Employee stock option plans, Preferential issue of shares, conversion of Compulsorily convertible preference shares and Optionally convertible preference shares into Equity shares	-	-	614.00	-	-	-	-	614.00
(viii) Premium received on fresh issue of equity shares	-	-	9,482.70	-	-	-	-	9,482.70
(ix) Transaction costs on fresh issue of equity shares	-	-	(330.97)	-	-	-	-	(330.97)
(x) Share application money received	0.47	-	-	-	-	-	-	0.47
(xi) Share-based payment expense	-	-	-	24.78	-	-	-	24.78
(xii) Balance as at 31 March 2025	0.47	8.07	13,731.69	50.37	7,244.99	(12.16)	51.71	21,075.13
(xiii) Profit for the year	-	-	-	-	3,891.10	-	71.93	3,489.10
(xiv) Other comprehensive income / (loss) for the year (net of tax)	-	-	-	-	11.15	(291.30)	71.93	(208.22)

Consolidated Statement of Changes in Equity for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	Shares application money pending allotment	Capital reserve	Reserves and Surplus			Other comprehensive income		Total
			Securities premium	Employee stock options outstanding account	Retained earnings	Effective portion of cash flow hedges	Foreign currency translation reserve	
(xv) Total comprehensive income for the year [(xiii)+(xiv)]	-	-	-	-	3,500.25	(291.30)	71.93	3,280.88
(xvi) Amount transferred on forfeiture of employee stock options	-	-	-	(3.53)	3.53	-	-	-
(xvii) Amount transferred on exercise of employee stock options	-	-	23.05	(23.05)	-	-	-	-
(xviii) Shares allotted during the year on account of exercise of Employee stock option plans	(0.47)	-	248.51	-	-	-	-	248.04
(xix) Share-based payment expense	-	-	-	2104	-	-	-	2104
(xx) Balance as at 31 March 2026	-	8.07	14,003.25	44.83	10,748.77	(303.46)	123.64	24,625.10

See accompanying notes forming part of these Consolidated financial statements

In terms of our report attached

For Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration No.: 117366W/W-100018

Sathya P. Koushik

Partner

Membership No.: 206920

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Krishnam Raju

Managing Director

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Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Place: Hyderabad

Date : 14 May 2026

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

1. Corporate information

The Consolidated Financial Statements comprise of the financial statements of Sai Life Sciences Limited ("Sai Life" or "the Parent Company" or "the Company"), its subsidiaries (collectively, referred to as the "Group"). Sai Life Sciences Limited is a public limited company domiciled and incorporated in India in accordance with the provisions of the erstwhile Companies Act, 1956. The registered office of the Company is situated in Hyderabad, Telangana and has facilities in the states of Telangana and Karnataka, India.

The Group carries out contract research, development and manufacturing activities for customers engaged in pharmaceutical and biotechnology industries.

2. Basis of preparation and Statement of compliance

The consolidated financial statements of the Company which comprise of the Consolidated Balance Sheet, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows ("consolidated financial statements") have been prepared in accordance with the Indian Accounting Standards ("Ind AS") as notified under Section 133 of the Companies Act 2013 ("the Act") read with the Companies (Indian Accounting Standards) Rules 2015, as amended, issued by the Ministry of Corporate Affairs ('MCA') and other relevant provisions of the Act, as applicable. Accounting policies have been consistently applied except where a newly issued accounting standard is initially adopted or a revision to an existing accounting standard requires a change in the accounting policy hitherto in use.

The consolidated financial statements have been prepared in accordance with Indian Accounting Standards (Ind ASs) prescribed under Section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules, 2015 and relevant amendment rules issued thereafter. These consolidated financial statements were authorised for issuance by the Company's Board of Directors on 14 May 2026.

These consolidated financial statements have been prepared on the historical cost convention and on an accrual basis except for the following material items in the balance sheet:

- Certain financial assets and liabilities which are measured at fair value.
- Share based payments, which are measured at fair value of the options.

Functional and presentation currency

The Consolidated Financial Statements is presented in Indian Rupee ('INR' or '₹') which is also the functional and presentation currency of the Group. All Financial Statements presented in Indian rupees has been rounded to the nearest millions, unless

otherwise stated. In respect of subsidiaries whose operations are self-contained and integrated within their respective countries/regions, the functional currency has been determined to be the local currency of those countries/regions.

3. Use of estimates and judgements

The preparation of Consolidated Financial Statements in conformity with Ind AS requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets and liabilities, the disclosures of contingent assets and liabilities at the date of the Consolidated Financial Statements and reported amounts of revenues and expenses during the period. Accounting estimates could change from period to period. Actual results could differ from those estimates. Appropriate changes in estimates are made as management becomes aware of changes in circumstances surrounding the estimates. Changes in estimates are reflected in the Consolidated Financial Statements in the period in which such changes are made and if material, their effects are disclosed in the notes to the Consolidated Financial Statements.

Information about significant areas of estimation uncertainty and critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the consolidated financial statements is included in the following notes:

Revenue recognition

The Group enters into fixed price contracts with customers under which revenue will be recognised as and when performance obligations mentioned in the customer contracts are satisfied. Given the nature of the product and terms and conditions in such contracts, the Company does not create assets with alternate use and the Company has enforceable right to receive payment for the performance completed to date. Therefore, revenue is recognised over time for such contracts and for other contracts at a point in time. Judgement is involved in assessing whether the contract/agreement meets the criteria for recognition of revenue over the period on percentage of completion basis. Further, the usage of the percentage of completion method to measure progress towards completion involves significant estimates. When estimates indicate that a loss will be incurred, the loss is provided for in the period in which the loss becomes probable.

Assumptions and estimation uncertainties

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Items involving significant estimate	Assumption and estimation uncertainty
Useful lives of property, plant and equipment and Intangible assets	The Group reviews the estimated useful lives of property, plant and equipment and the intangible assets at the end of each reporting period. During the current period / year, there has been no change in life considered for the assets.
Estimation of net realisable value of inventories	Inventories are stated at the lower of cost and net realisable value. In estimating the net realisable value of inventories the Group makes an estimate of future selling prices and costs necessary to make the sale. At the end of each reporting period / year, the group assesses the potential usage of inventories held and judgements are involved in assessing the alternate usage and realisability of inventories.
Fair valuation measurement and valuation process	Some of the Group's assets and liabilities are measured at fair value for financial reporting purposes. In estimating the fair value of an asset or a liability, the Group uses market-observable data to the extent it is available. Where Level 1 inputs are not available, the Group engages third party qualified valuers to perform the valuation.
Contract assets	Contract asset is recognised when the performance obligations are fulfilled and revenue is recognised over a period of time. Judgement is involved in assessing whether the contract/agreement meets the criteria for recognition of revenue over the period on percentage of completion. Estimates are involved in determining the percentage of completion of the contract.
Leases	The Group makes an assessment on the expected lease term on a lease-by-lease basis and thereby assesses whether it is reasonably certain that any options to extend or terminate the contract will be exercised. In evaluating the lease term, the Group considers factors such as any significant leasehold improvements undertaken over the lease term, costs relating to the termination of the lease and the importance of the underlying asset to the Group's operations taking into account the location of the underlying asset and the availability of suitable alternatives. The lease term in future years is reassessed to ensure that the lease term reflects the current economic circumstances. The Group makes an assessment of the buy back option while determining the useful life for amortising the Right of use assets.
Employee benefits	The Group uses actuarial assumptions to determine the obligations for employee benefits at each reporting date. These assumptions include the discount rate, expected long-term rate of return on plan assets, rate of increase in compensation levels and mortality rates.
Provisions, contingencies - Recognition and measurement of provisions and contingencies; key assumptions about the likelihood and magnitude of an outflow of resources	The Group has ongoing litigations with various regulatory authorities and third parties. Where an outflow of funds is believed to be probable and a reliable estimate of the outcome of the dispute can be made based on management's assessment of specific circumstances of each dispute and relevant external advice, management provides for its best estimate of the liability. Such accruals are by nature complex and can take number of years to resolve and can involve estimation uncertainty. Information about such litigations is disclosed in the notes to the consolidated financial statements.
Loss allowance for trade receivables and contract assets	Loss allowance for trade receivables with no significant financing component and contract assets is measured at an amount equal to lifetime expected credit losses (ECL).
Loss allowance for trade receivables and contract assets	Loss allowance for trade receivables with no significant financing component and contract assets is measured at an amount equal to lifetime expected credit losses (ECL).
Government grants	The Group recognises government grants when there is reasonable assurance that the Group will comply with the conditions attaching to them and that the grants will be received. Judgments are involved in assessing compliance with conditions and ultimate receipt of grants.
Share based compensation	At the end of each reporting period / year, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in consolidated statement of profit and loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to the equity-settled employee benefits reserve.
Provision for taxes	Significant judgments are required in determining the provision for income taxes, including the amount expected to be paid/ recovered for uncertain tax positions. In assessing the recoverability of deferred income tax assets, the Management considers whether some portion or all of the deferred income tax assets will not be realised. The ultimate realisation of deferred income tax assets is dependent upon the generation of future taxable income during the periods in which the temporary differences become deductible. The amount of deferred income tax assets considered realisable, however, could be reduced in the near term if estimates of future taxable income during the carry forward period are reduced.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

4. Basis Of Consolidation

Subsidiaries

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Financial Statements of subsidiaries are included in the Consolidated Financial Statements from the date on which control commences until the date on which control ceases. The Consolidated Financial Statements of the Group are consolidated on line-by-line basis. Intra-group transactions, balances and any unrealised gains arising from intra-group transactions, are eliminated. Unrealised losses are eliminated, but only to the extent that there is no evidence of impairment. All temporary differences that arise from the elimination of profits and losses resulting from intragroup transactions are recognised as per Ind AS 12, Income Taxes.

Following are the subsidiaries considered in these Consolidated Financial Statements:

Name of the subsidiary	% of holding by Parent	Country of Incorporation
Sai Life Sciences Inc	100	USA
Sai Life Pharma Private Limited	100	India
Sai Life Sciences GmbH	100	Germany

5. Summary of Material Accounting Policies

The Consolidated Financial Statements has been prepared using the material accounting policies and measurement basis summarized below.

a. Current and non-current classification

All the assets and liabilities have been classified as current or non-current as per the Group's normal operating cycle and other criteria set out in the Schedule III to the Act. The Group presents assets and liabilities in the consolidated statement of assets and liabilities based on current/ non-current classification.

An **asset** is classified as current when it is:

- Expected to be realised or intended to be sold or consumed in normal operating cycle
- Expected to be realised within twelve months after the reporting date, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date

A **liability** is classified as current when:

- It is expected to be settled in normal operating cycle
- It is due to be settled within twelve months after the reporting date, or

- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting date

Current assets / liabilities include the current portion of non-current assets / liabilities respectively. All other assets / liabilities including deferred tax assets and liabilities are classified as non-current.

b. Foreign currency transactions

Transactions in foreign currencies are translated to the respective functional currency of the Group using the exchange rates at the dates of the transactions or at the rate that closely approximates the rate at the date of transactions. The date of transaction for the purpose of determining the exchange rate on initial recognition of the related asset, expense or income (part of it) is the date on which the entity initially recognises the nonmonetary asset or non-monetary liability arising from payment or receipt of advance consideration. Monetary assets and liabilities denominated in foreign currencies at the reporting period are translated into the functional currency at the exchange rate at that date. Foreign exchange gains and losses resulting from the settlement of such transactions and from translation at the exchange rates prevailing at the reporting date of monetary assets and liabilities denominated in foreign currencies are recognised in the consolidated statement of profit and loss and reported within foreign exchange gains/ (losses), net.

Foreign operations

For the purpose of presenting consolidated financial statements, the assets and liabilities of the Company's foreign operations (subsidiaries) that have a functional currency other than Indian rupees are translated into Indian rupees using exchange rates prevailing at the reporting date. Income and expense items are translated at the average exchange rates for the period. Exchange differences arising, if any, are recognised in other comprehensive income and held in foreign currency translation reserve ("FCTR"), a component of equity, except to the extent that the translation difference is allocated to non-controlling interest. The assets and liabilities of foreign operations (subsidiaries) are translated into INR, the functional currency of the Group, at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into INR at the exchange rates at the dates of the transactions or at an average rate if the average rate approximates the actual rate at the date of the transaction. Foreign currency translation differences are recognised in OCI and accumulated in equity (as exchange differences on translating the consolidated financial statements of a foreign operation).

c. Revenue recognition

Revenue is measured at the transaction value of the consideration received or receivable.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Contract research, development and manufacturing services income :

In contracts involving the rendering of services/ development contracts, revenue is recognised at the point in time in which services are rendered, in accordance with the terms of the contracts.

In case of fixed price contracts, the customer pays a fixed amount based on the payment schedule and the Group recognises revenue over time on a cost-based input method, i.e. based on the proportion of cost incurred for work performed to total estimated cost. The directors consider that the input method is an appropriate measure of progress towards complete satisfaction of these performance obligations under Ind AS 115. If the services rendered by the Group exceed the payment, a Contract asset (Unbilled Revenue) is recognised. If the payments exceed the services rendered, a contract liability (Deferred Revenue and Advance from Customers) is recognised. If the contracts involve time-based billing, revenue is recognised in the amount to which the Group has a right to invoice.

In case of other contracts, revenue from the operations is recognised when the Group transfers control of the product. Control of the product transfers upon shipment of the product to the customer or when the product is made available to the customer, provided transfer of title to the customer occurs and the Group has not retained any significant risks of ownership or future obligations with respect to the product shipped.

Amounts disclosed as revenue are net of returns, trade allowances, rebates and indirect taxes.

'Bill and hold' sales, in which delivery is delayed at the buyer's request but the buyer takes title and accepts billing, revenue is recognised when the buyer takes title, provided:

- (a) the buyer specifically requests the deferred delivery;
- (b) the product is identified separately as belonging to buyer;
- (c) the product is on hand and ready for delivery to the buyer at the time the sale is recognised;
- (d) the seller does not have ability to use product or direct to another buyer; and
- (e) the usual payment terms apply.

Interest income

Interest income is recognized on time proportion basis taking into account the amount outstanding and rate applicable. For all debt instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR) method.

Dividend income

Dividend income is recognised when the Group's right to receive the payment is established, which is generally, when shareholders approve the dividend.

Export incentives

Export incentives are recognised as income when the right to receive credit as per the terms of the scheme is established in respect of the exports made and where there is no significant uncertainty regarding the ultimate collection of the relevant export proceeds.

d. Property, plant and equipment (PPE) and depreciation

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses, if any. The cost comprises purchase price, borrowing cost if capitalization criteria are met and directly attributable cost of bringing the asset to its working condition for the intended use and estimated costs of dismantling and removing the item and restoring the site on which it is located. Property, Plant and Equipment not ready for its intended use at the date of Balance Sheet are disclosed as "Capital Work in progress". Such items are classified to specific sections of the Property, Plant and equipment as and when ready for its intended use.

If significant parts of an item of PPE have different useful lives, then they are accounted for as separate

items (major components) of PPE.

Any gain or loss on disposal of an item of PPE is recognised in consolidated statement of profit and loss.

Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Group.

Depreciation

Depreciation on items of PPE is provided on the straight-line method, computed on the basis of useful lives as estimated by the management which coincides with the useful lives mentioned in Schedule II to the Companies Act, 2013. Freehold lands are not depreciated.

The estimated useful lives of the assets are based on a technical evaluation reflecting actual usage of assets.

Asset Category	Estimated useful life (in years)
Buildings	30
Leasehold improvements	Over the lease period
Plant and equipment	3-20
Furniture	10
Freehold Vehicles	4-10
Freehold Computers	3-6

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Depreciation on additions / disposals is provided on a pro-rata basis i.e. from / up to the date on which asset is ready for use / disposed-off.

The residual values, useful lives and method of depreciation are reviewed at each financial year-end and adjusted prospectively, if appropriate.

e. Intangible assets and amortisation

Intangible assets acquired separately

Intangible assets are initially measured at cost. Subsequently, such intangible assets are measured at cost less accumulated amortization and any accumulated impairment losses, if any. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in consolidated statement of profit and loss as incurred.

The intangible assets are amortized over the estimated useful life of the asset, on a straight line basis.

Estimated useful economic life of Intangibles are as follows:

Asset Category	Estimated useful life (in years)
Acquired Software	1 – 6

f. Impairment

Impairment of tangible and intangible assets

The carrying amounts of the Group's tangible and intangible assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated in order to determine the extent of the impairment loss, if any.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset or the cash-generating unit for which the estimates of future cash flows have not been adjusted. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets.

An impairment loss is recognised in the consolidated statement of profit and loss if the estimated recoverable amount of an asset or its cash generating unit is lower than its carrying amount. If, at the reporting date there is an indication that a previously assessed impairment loss no longer exists, the recoverable amount is reassessed and

reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been previously recognised.

Impairment of financial assets

In accordance with Ind AS 109, the Group applies expected credit loss ("ECL") model for measurement and recognition of impairment loss on financial assets measured at amortised cost.

Loss allowance for trade receivables with no significant financing component, contract assets is measured at an amount equal to lifetime expected credit losses. For all other financial assets, ECL are measured at an amount equal to the 12-month ECL, unless there has been a significant increase in credit risk from initial recognition in which case those are measured at lifetime ECL.

Loss allowance for financial assets measured at amortised cost are deducted from gross carrying amount of the assets.

Impairment of property, plant and equipment, intangibles assets and capital work in progress

The Group assess at each reporting date whether there is any indication that the carrying amount may not be recoverable. If any such indication exists, then the asset's recoverable amount is estimated and an impairment loss is recognised if the carrying amount of an asset exceeds its estimated recoverable amount in the consolidated statement of profit and loss.

g. Inventories

Inventories are measured at the lower of cost and net realisable value. The method of determining cost of various categories of inventories is as follows:

- (i) Raw materials – Weighted average cost. Cost includes purchase cost and other attributable expenses
- (ii) Stores and spares and packing material – Weighted average cost
- (iii) Work-in-process - is based on average cost of production or conversion which comprises direct material costs, direct wages and applicable overheads.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses. The net realisable value of work-in-progress is determined with reference to the selling prices of related finished products.

h. Measurement of fair values

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

relevant observable inputs and minimizing the use of unobservable inputs.

A number of the Group's accounting policies and disclosures require the measurement of fair values, for both financial and non-financial assets and liabilities. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows.

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices) and

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

i. Financial instruments

Recognition and initial measurement

Trade receivables are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Group becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value and, for an item not at fair value through profit and loss (FVTPL), fair value plus transaction costs that are directly attributable to its acquisition or issue, except trade receivables which are measured at transaction price.

Classification and subsequent measurement

Financial assets

On initial recognition, a financial asset is classified as measured at

- amortised cost;
- fair value through other comprehensive income ("FVOCI"); or
- FVTPL

Financial assets are not reclassified subsequent to their initial recognition, except if and in the period the Group changes its business model for managing financial assets.

Amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

After initial measurement, such financial assets are subsequently measured at amortised cost using the effective interest rate (EIR) method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included in Other Income in the consolidated statement of profit and loss. The losses arising from impairment are recognised in the consolidated statement of profit and loss.

FVOCI – debt investment

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Debt instruments included within the FVTOCI category are measured initially as well as at each reporting date at fair value. Fair value movements are recognised in the other comprehensive income (OCI). However, the Group recognises interest income, impairment losses & reversals and foreign exchange gain or loss in the consolidated statement of profit and loss. On derecognition of the asset, cumulative gain or loss previously recognised in OCI is reclassified from the equity to consolidated statement of profit and loss. Interest earned whilst holding FVTOCI debt instrument is reported as interest income using the EIR method.

FVTOCI - Equity investment

On initial recognition of an equity investment that is not held for trading, the Group may irrevocably elect to present subsequent changes in the investment's fair value in OCI (designated as FVTOCI – equity investment). This election is made on an investment-by-investment basis.

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(All amounts in Indian Rupees millions, except share data and where otherwise stated)

If the Group decides to classify an equity instrument as at FVTOCI, then all fair value changes on the

Instrument, including foreign exchange gain or loss and excluding dividends, are recognised in the OCI. There is no recycling of the amounts from OCI to profit or loss, even on sale of investment. However, the Group may transfer the cumulative gain or loss within equity. Equity instruments included within the FVTPL category are measured at fair value with all changes recognised in the consolidated statement of profit and loss.

FVTPL

All financial assets not classified as measured at amortised cost or at FVTOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial liabilities

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified as at FVTPL if it is classified as held-for-trading, or it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognised in consolidated statement of profit and loss. Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in consolidated statement of profit and loss. Any gain or loss on derecognition is also recognised in consolidated statement of profit and loss.

De-recognition

Financial assets

A financial asset is primarily de-recognised when the rights to receive cash flows from the asset have expired or the Group has transferred its rights to receive cash flows from the asset; or the Group has neither transferred nor retained substantially all the risk and rewards of the asset but has transferred control of the asset.

Trade Receivables which are subject to a factoring arrangement without recourse are derecognized from the consolidated statement of assets and liabilities in its entirety. Under this arrangement, the Group transfers relevant receivables to the factor in exchange for cash and does not retain credit risk

Financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled or

expired. The Group also derecognises a financial liability when its terms are modified and the cash flows under the modified terms are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability extinguished and the new financial liability with modified terms is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of assets and liabilities if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

Derivative financial instruments:

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured to their fair value at the end of each reporting period. The accounting for subsequent changes in fair value depends on whether the derivative is designated as a hedging instrument and if so, the nature of the item being hedged and the type of hedge relationship designated.

The Group designates their derivatives as hedges of foreign exchange risk associated with the cash flows of highly probable forecast transactions and variable interest rate risk associated with borrowings (cash flow hedges).

The Group documents at the inception of the hedging transaction the economic relationship between hedging instruments and hedged items including whether the hedging instrument is expected to offset changes in cash flows of hedged items. The group documents its risk management objective and strategy for undertaking various hedge transactions at the inception of each hedge relationship.

The full fair value of a hedging derivative is classified as a non-current asset or liability when the remaining maturity of the hedged item is more than 12 months; it is classified as a current asset or liability when the remaining maturity of the hedged item is less than 12 months. Trading derivatives are also classified as a current asset or liability when expected to be realised/settled within 12 months of the balance sheet date.

(i) Cash flow hedges that qualify for hedge accounting

The effective portion of changes in the fair value of derivatives that are designated and qualify as cash flow hedges is recognised in the other comprehensive income in cash flow hedging reserve within equity, limited to the cumulative change in fair value of the hedged item on a present value basis from the inception of the hedge. The

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gain or loss relating to the ineffective portion is recognised immediately in profit or loss.

When option contracts are used to hedge forecast transactions, the group designates only the intrinsic value of the option contract as the hedging instrument.

Gains or losses relating to the effective portion of the change in intrinsic value of the option contracts are recognised in the cash flow hedging reserve within equity. The changes in the time value of the option contracts that relate to the hedged item ('aligned time value') are recognised within other comprehensive income in the costs of hedging reserve within equity.

When forward contracts are used to hedge forecast transactions, the group generally designates only the change in fair value of the forward contract related to the spot component as the hedging instrument. Gains or losses relating to the effective portion of the change in the spot component of the forward contracts are recognised in other comprehensive income in cash flow hedging reserve within equity. The change in the forward element of the contract that relates to the hedged item ('aligned forward element') is recognised within other comprehensive income in the costs of hedging reserve within equity. In some cases, the entity may designate the full change in fair value of the forward contract (including forward points) as the hedging instrument. In such cases, the gains and losses relating to the effective portion of the change in fair value of the entire forward contract are recognised in the cash flow hedging reserve within equity.

Amounts accumulated in equity are reclassified to profit or loss in the periods when the hedged item affects profit or loss (for example, when the forecast sale that is hedged takes place).

When the hedged forecast transaction results in the recognition of a non-financial asset (for example inventory), the amounts accumulated in equity are transferred to profit or loss as follows:

- With respect to gain or loss relating to the effective portion of the intrinsic value of option contracts, both the deferred hedging gains and losses and the deferred aligned time value of the option contracts are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example, through cost of sales).
- With respect to gain or loss relating to the effective portion of the spot component of forward contracts, both the deferred hedging gains and losses and the deferred aligned forward element of the forward

contract are included within the initial cost of the asset. The deferred amounts are ultimately recognised in profit or loss as the hedged item affects profit or loss (for example, through cost of sales).

- The gain or loss relating to the effective portion of the interest rate swaps hedging variable rate borrowings is recognised in profit or loss within 'finance cost'.

When a hedging instrument expires, or is sold or terminated, or when a hedge no longer meets the criteria for hedge accounting, any cumulative deferred gain or loss and deferred costs of hedging in equity at that time remains in equity until the forecast transaction occurs. When the forecast transaction is no longer expected to occur, the cumulative gain or loss and deferred costs of hedging that were reported in equity are immediately reclassified to profit or loss within other gains/(losses). Hedge ineffectiveness is recognised in profit and loss within other gains/(losses).

If the hedge ratio for risk management purposes is no longer optimal but the risk management objective remains unchanged and the hedge continues to qualify for hedge accounting, the hedge relationship will be rebalanced by adjusting either the volume of the hedging instrument or the volume of the hedged item so that the hedge ratio aligns with the ratio used for risk management purposes. Any hedge ineffectiveness is calculated and accounted for in profit or loss at the time of the hedge relationship rebalancing.

Dividend distribution to equity holders of the Group

The Group recognises a liability to make dividend distributions to equity holders of the Group when the distribution is authorised and the distribution is no longer at the discretion of the Group. As per the corporate laws in India, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity.

j. Leases

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgment. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement.

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Group as a lessee

The Group assesses whether a contract contains a lease, at inception of a contract. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To assess whether a contract conveys the right to control the use of an identified asset, the Group assesses whether: (i) the contract involves the use of an identified asset (ii) the Group has substantially all of the economic benefits from use of the asset through the period of the lease and (iii) the Group has the right to direct the use of the asset. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate. The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset or assets, even if that right is not explicitly specified in an arrangement. At the date of commencement of the lease, the Group recognises a right-of-use asset ("ROU") and a corresponding lease liability for all lease arrangements in which it is a lessee, except for leases with a term of twelve months or less (short-term leases) and low value leases. For these short-term and low value leases, the group recognises the lease payments as an operating expense on a straight-line basis over the term of the lease.

The right-of-use assets are initially recognised at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or prior to the commencement date of the lease plus any initial direct costs less any lease incentives. They are subsequently measured at cost less accumulated depreciation and impairment losses. Right-of-use assets are depreciated from the commencement date on a straight-line basis over the lease term and useful life of the underlying asset. The lease liability is initially measured at amortised cost at the present value of the future lease payments. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases. Lease liabilities are remeasured with a corresponding adjustment to the related right of use asset if the Group changes its assessment if whether it will exercise an extension or a termination option. Lease liability and ROU asset have been separately presented in the consolidated statement of assets and liabilities and lease payments have been classified as financing cash flows.

k. Cash and cash equivalents

Cash and cash equivalent in the consolidated statement of assets and liabilities comprise cash at banks and on hand and short-term deposits with an original maturity of three

months or less, which are subject to an insignificant risk of changes in value.

l. Government Grants

The Group recognises government grants when there is reasonable assurance that the conditions attached to them will be complied with and the grants will be received. Government grants received in relation to assets are recognised by deducting the grant from the carrying amount of the asset. Grants related to Income are recognized in consolidated statement of profit and loss as other operating revenues.

m. Borrowing costs

Borrowing costs are interest and other costs (including exchange differences relating to foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs) incurred in connection with the borrowing of funds. Borrowing costs directly attributable to acquisition or construction of an asset which necessarily take a substantial period of time to get ready for their intended use are capitalised as part of the cost of that asset. Other borrowing costs are recognised as an expense in the period in which they are incurred.

n. Employee benefits

Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts.

Eligible employees of the Group receive benefits from provident fund, which is a defined contribution plan. Both the eligible employees and the Group make monthly contributions to the Government administered provident fund scheme equal to a specified percentage of the eligible employee's salary.

Amounts collected under the provident fund plan are deposited with in a government administered provident fund. The Group has no further obligation to the plan beyond its monthly contributions.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed during the period as the related service is provided. These benefits include salaries and wages, bonus and ex-gratia. A liability is recognised for the amount expected to be paid, if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the amount of obligation can be estimated reliably.

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Long-term employee benefits

Employee benefits payable after twelve months of receiving employee services are classified as long-term employee benefits. These benefits primarily include one-off retention incentive and long-term bonus provision, in accordance with the policy of the Group. The Group accrues these costs based on the expected payout and the same is amortised over a period of services.

Gratuity

The Group provides for gratuity, a defined benefit plan ("the Gratuity Plan") covering the eligible employees of the Group. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation or termination of employment, of an amount based on the respective employee's last drawn salary and the tenure of the employment with the Group. Liability with regard to the Gratuity Plan is determined by actuarial valuation, performed by an independent actuary, at each balance sheet date using the projected unit credit method. The defined benefit plan is administered by a trust formed for this purpose through the Group gratuity scheme. The Group recognises the net obligation of a defined benefit plan as a liability in its consolidated statement of assets and liabilities. Gains or losses through re-measurement of the net defined benefit liability are recognized in other comprehensive income and are not reclassified to profit and loss in the subsequent periods. The actual return of the portfolio of plan assets, in excess of the yields computed by applying the discount rate used to measure the defined benefit obligation is recognised in other comprehensive income. The effect of any plan amendments are recognised in the consolidated statement of profit and loss. The net interest on net defined benefit liability which reflects the change in net defined benefit liability that arises from the passage of time is considered as employee cost and disclosed under "Employee benefits expense"

Compensated absences

The Group's policy permits employees to accumulate and carry forward a portion of unutilized compensated absences and utilize them in future periods or receive cash in lieu thereof in accordance with the terms of such policy. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet.

Share based compensation

The cost of equity-settled transactions is determined by the fair value at the date when the grant is made using an appropriate valuation model. The grant date fair value of equity settled share-based payment awards granted to employees is recognised as an employee expense, with a corresponding increase in equity, over the period that the employees unconditionally become entitled to the

awards. The amount recognised as expense is based on the estimate of the number of awards for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of awards that do meet the related service and non-market vesting conditions at the vesting date.

o. Provisions, contingent liabilities and contingent assets

Provisions are recognized only when there is a present obligation, as a result of past events and when a reliable estimate of the amount of obligation can be made at the reporting date. These estimates are reviewed at each reporting date and adjusted to reflect the current best estimates. Provisions are discounted to their present values, where the time value of money is material.

Contingent liability is disclosed for:

- Possible obligations which will be confirmed only by future events not wholly within the control of the Group; or
- Present obligations arising from past events where it is not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount of the obligation cannot be made.

Contingent assets are neither recognized nor disclosed. However, when realization of income is virtually certain, related asset is recognized.

p. Income taxes

Tax expense recognized in the consolidated statement of profit and loss consists of current and deferred tax except to the extent that it relates to items recognised in OCI or directly in equity, in which case it is recognised in OCI or directly in equity respectively.

Calculation of current tax is based on tax rates and tax laws that have been enacted for the reporting period and any adjustment to tax payable in respect of previous periods / years. Current tax assets and tax liabilities are offset where the Group has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the consolidated financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period. Deferred tax liability are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised

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for all deductible temporary differences to the extent that is probable that taxable profits will be available against which those deductible temporary differences can be utilised.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to set off corresponding current tax assets against current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same tax authority on the Group.

Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Withholding tax arising out of payment of dividends to shareholders under the Indian Income tax regulations is not considered as tax expense for the Group and all such taxes are recognised in the consolidated statement of changes in equity as part of the associated dividend payment.

q. Earnings per share

Basic earnings per share is calculated by dividing the net profit or loss for the period attributable to equity shareholders by the weighted average number of equity shares outstanding during the period. Diluted EPS is

determined by adjusting the profit or loss attributable to equity shareholders and the weighted average number of equity shares outstanding during the period / year for the effects of all dilutive potential equity shares.

r. Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker.

s. Goods and Service Tax Input credit

Goods and Service tax input credit is accounted for in the books in the period / year in which the underlying service received is accounted and when there is no uncertainty in availing / utilising the credits.

t. Operating cycle

Based on the normal time between acquisition of assets and their realisation in cash or cash equivalents, the Group has determined its operating cycle as 12 months. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(Continued.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

6. Property, plant and equipment

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Furnitures and fixtures	Vehicles	Computers	Total
Cost or deemed cost								
Balance as at 01 April 2024	188.63	3,054.51	169.27	8,302.68	166.09	56.64	346.24	12,284.06
Additions (refer note i below)	363.02	497.71	2.93	2,562.80	12.37	–	51.43	3,490.26
Disposals/retirement	–	(0.08)	–	(93.73)	(0.12)	(18.61)	(12.74)	(125.28)
Adjustments	–	–	–	11.00	0.57	–	0.36	11.93
Balance as at 31 March 2025	551.65	3,552.14	172.20	10,782.75	178.91	38.03	385.29	15,660.97
Additions (refer note i below)	368.82	354.10	85.19	3,461.87	22.85	101.10	174.46	4,568.39
Disposals/retirement	–	(2.50)	–	(71.63)	(0.03)	(0.07)	(7.74)	(81.97)
Adjustments	–	–	–	57.17	2.56	–	1.74	61.47
Balance as at 31 March 2026	920.47	3,903.74	257.39	14,230.16	204.29	139.06	553.75	20,208.86
Accumulated depreciation								
Balance as at 01 April 2024	–	414.15	85.74	2,177.67	72.99	49.91	220.05	3,020.51
Charge for the year	–	107.91	12.71	694.21	16.33	2.25	56.21	889.62
Disposals/retirement	–	(0.01)	–	(70.92)	(0.12)	(18.61)	(12.74)	(102.40)
Adjustments	–	–	–	2.60	0.18	–	0.34	3.12
Balance as at 31 March 2025	–	522.05	98.45	2,803.56	89.38	33.55	263.86	3,810.85
Charge for the year	–	125.48	31.48	851.22	16.61	6.04	81.59	1,112.42
Disposals/retirement	–	(1.40)	–	(68.21)	(0.03)	(0.06)	(7.74)	(77.44)
Adjustments	–	–	–	16.10	1.14	–	1.65	18.89
Balance as at 31 March 2026	–	646.13	129.93	3,602.67	107.10	39.53	339.36	4,864.72
Net carrying amount								
As at 31 March 2025	551.65	3,030.09	73.75	7,979.19	89.53	4.48	121.43	11,850.12
As at 31 March 2026	920.47	3,257.61	127.46	10,627.49	97.19	99.53	214.39	15,344.14

6(i) Capital work-in-progress

	As at 31 March 2026	As at 31 March 2025
Opening Balance	1,244.56	1,068.95
Additions during the year (refer note (i) below)	6,033.02	3,704.50
Capitalised during the year	(4,572.56)	(3,546.09)
Written off during the year (refer note 34)	(0.49)	17.20
Closing Balance	2,704.53	1,244.56

Notes

- i) Additions to capital work-in-progress and property, plant & equipment during the year ended 31 March 2026 includes borrowing cost amounting to ₹. Nil (31 March 2025: ₹. 12.99)
- ii) Capital work-in-progress (CWIP) ageing schedule:

As at 31 March 2026

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	2,498.68	205.85	–	–	2,704.53
Projects temporarily suspended	–	–	–	–	–
Total	2,498.68	205.85	–	–	2,704.53

As at 31 March 2025

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	More than 3 years	
Projects in progress	1,244.56	–	–	–	1,244.56
Projects temporarily suspended	–	–	–	–	–
Total	1,244.56	–	–	–	1,244.56

- iii) As on the date of balance sheet, there are no CWIP whose completion is overdue or has exceeded its cost compared to its original plan
- iv) Refer note 19 for details of property, plant and equipment subject to charge on secured borrowings.

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- v) During the current year, the Group has incurred Capital expenditure of ₹. 435.53 (disclosed under Capital work-in-progress) towards construction of factory buildings on a parcel of land in Karnataka in respect of which the Group has entered into an Agreement under which the seller is obligated to transfer freehold land rights to the Group. The agreement further provides that the Group has ownership rights over the construction and assets created on such land. [Also refer Note 13(i)]

7. Right-of-use assets

	Leasehold land	Buildings	Vehicles	Plant and equipment	Computers	Total
Cost						
Balance as at 01 April 2024	139.26	1,906.81	399.69	1,518.85	169.47	4,134.08
Additions during the year	439.44	220.87	254.88	2.43	–	917.62
Disposals/retirement	–	–	(4.49)	(9.96)	(0.91)	(15.36)
Adjustments	–	21.59	–	2.45	–	24.04
Balance as at 31 March 2025	578.70	2,149.27	650.08	1,513.77	168.56	5,060.38
Additions during the year	–	122.98	120.73	–	–	243.71
Disposals/retirement	–	–	(10.45)	(17.14)	(2.20)	(29.79)
Adjustments	–	107.79	–	7.09	–	114.88
Balance as at 31 March 2026	578.70	2,380.04	760.36	1,503.72	166.36	5,389.18
Accumulated depreciation						
Balance as at 01 April 2024	18.47	988.36	374.68	219.98	135.46	1,736.95
Charge for the year	5.44	165.00	89.75	122.78	16.95	399.92
Disposals/retirement	–	–	(3.78)	(4.94)	(0.91)	(9.63)
Adjustments	–	9.24	–	0.46	–	9.70
Balance as at 31 March 2025	23.91	1,162.60	460.65	338.28	151.50	2,136.94
Charge for the year	10.98	205.55	122.05	121.92	10.11	470.61
Disposals/retirement	–	–	(6.67)	(9.47)	(1.89)	(18.03)
Adjustments	–	54.30	–	2.35	–	56.65
Balance as at 31 March 2026	34.89	1,422.45	576.03	453.08	159.72	2,646.17
Net carrying amount						
As at 31 March 2025	554.79	986.67	189.43	1,175.49	17.06	2,923.44
As at 31 March 2026	543.81	957.59	184.33	1,050.64	6.64	2,743.01

8. Other intangible assets

	Acquired software	Total
Cost or deemed cost		
Balance as at 01 April 2024	375.61	375.61
Additions during the year	67.16	67.16
Disposals/retirement	(1.70)	(1.70)
Adjustments	0.25	0.25
Balance as at 31 March 2025	441.32	441.32
Additions during the year	40.30	40.30
Disposals/retirement	(16.18)	(16.18)
Adjustments	2.80	2.80
Balance as at 31 March 2026	468.24	468.24
Accumulated amortization		
Balance as at 01 April 2024	237.88	237.88
Charge for the year	96.19	96.19
Disposals/retirement	(1.70)	(1.70)
Adjustments	0.39	0.39
Balance as at 31 March 2025	332.76	332.76
Charge for the year	85.52	85.52
Disposals/retirement	(13.88)	(13.88)
Adjustments	2.67	2.67
Balance as at 31 March 2026	407.07	407.07
Net carrying amount		
As at 31 March 2025	108.56	108.56
As at 31 March 2026	61.17	61.17

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(Continued.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

9. Investments

	As at 31 March 2026	As at 31 March 2025
Non-current		
Unquoted equity instruments		
<i>at fair value through Other comprehensive income (OCI)</i>		
Jeedimetla Effluent Treatment Limited	0.05	0.05
500 (31 March 2025: 500) equity shares of ₹. 100 each fully paid-up		
Patancheru Envirotech Limited	0.11	0.11
10,878 (31 March 2025: 10,878) equity shares of ₹. 10 each fully paid-up		
Clean Max Orion Power LLP (Special Purpose Vehicles) *	18.52	18.52
Contribution of 26% LLP Share (31 March 2025: 26% LLP Share) in Partners capital		
Solarcraft Power India 26 Private Limited **	16.42	0.75
6,80,000 (31 March 2025: 74,800) equity shares of ₹. 10 each fully paid-up and 96,171 (31 March 2025: Nil) 0.001% Compulsorily Convertible Debentures of par value of ₹. 100 each fully paid-up		
Total investment in others (at fair value through Other Comprehensive Income)	35.10	19.43
Total non-current investments	35.10	19.43
Aggregate value of unquoted non-current investments	35.10	19.43
Current		
Unquoted investments		
<i>Investment in mutual funds (at fair value through profit or loss (FVTPL))</i>		
Tata Arbitrage Fund – 98,42,053.32 units of ₹. 15.75 each (31 March 2025: Nil)	156.23	–
SBI Arbitrage Opportunity Fund – 41,59,600.21 units of ₹. 37.26 (31 March 2025: Nil)	156.86	–
Invesco India Arbitrage Fund – 43,28,798.53 units of ₹. 35.81 (31 March 2025: Nil)	156.83	–
	469.92	–
Aggregate value of Unquoted current investments	469.92	–
Changes in fair value of the investments during the year	4.92	–

* The Group's investment represents 26% ownership of the Clean Max Orion Power LLP and the investment is in accordance with Electricity Act 2003 which stipulates consumer partner (Sai Life Sciences Limited) to have atleast 26% ownership in the electricity generating entity. The Group's 26% ownership is purely to meet the regulatory requirement and hence the Group has not consolidated the share of profit or loss in the financials.

** During the previous year ended 31 March 2025, the Group had invested an amount of ₹. 0.75 in equity shares of Solarcraft Power India 26 Private Limited pursuant to Power Purchase Agreement. Further, during the year ended 31 March 2026 the Group made an additional investment of ₹. 6.05 in equity shares and ₹. 9.62 in compulsorily convertible debentures of Solarcraft Power India 26 Private Limited. As at 31 March 2026, the Group's investment in equity shares and compulsorily convertible debentures represents 6.65% ownership of Solarcraft Power India 26 Private Limited on a fully diluted basis.

10. Other financial assets

	As at 31 March 2026	As at 31 March 2025
Non-current		
Fixed Deposits with financial institutions	475.00	–
Margin money deposits with banks	40.00	–
Interest accrued but not due on bank deposits	4.95	–
Security deposits - considered good	57.74	50.78
	577.69	50.78
Current		
Security deposits		
(a) Considered good	6.39	7.71
(b) Considered doubtful	3.39	3.39
	9.78	11.10
Less: Provision for doubtful deposits	(3.39)	(3.39)
	6.39	7.71
Derivative financial asset - FVTOCI	0.80	16.03
Fixed Deposits with financial institutions	600.00	420.00
Unbilled revenue*	35.19	32.93
Incentive receivable under T-IDEA scheme**	133.84	148.53
Government incentives receivable	237.28	100.00
Interest accrued but not due on deposits	26.21	71.04
	1,039.71	796.24

*Classified as financial asset as right to consideration is unconditional upon passage of time.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

**The Group had received final approval dated 21 September 2022 under the Telangana Industrial Development and Entrepreneur Advancement (T-IDEA) scheme 2014 from Commissionerate of Industries, Telangana State towards sanction of investment subsidy amounting to ₹ 200. Additionally, under the above scheme, the Group was granted a customised incentive of power cost reimbursement of ₹ 1.00 per unit for a period of 10 years starting from August 2020 (being the commencement of commercial production of the expanded facility at Shameerpet, Hyderabad, Telangana).

During the previous year ended 31 March 2025, the Group has received partial disbursement towards capital subsidy ₹. 66.16 and power cost reimbursement amounting to ₹. 33.84.

11. Deferred tax asset

Deferred tax asset arising on account of :

	As at 31 March 2026	As at 31 March 2025
Loss in Subsidiary	134.35	141.97
	134.35	141.97

Movement in deferred tax assets/deferred tax liabilities

Deferred tax asset arising on account of :	1 April 2024	Recognized in Statement of Profit and Loss	Recognized in OCI	Translation difference	As at 31 March 2025
Loss in Subsidiary	131.33	7.32	–	3.32	141.97
	131.33	7.32	–	3.32	141.97

Deferred tax asset arising on account of :	1 April 2025	Recognized in Statement of Profit and Loss	Recognized in OCI	Translation difference	As at 31 March 2026
Loss in Subsidiary	141.97	(21.42)	(0.18)	13.98	134.35
	141.97	(21.42)	(0.18)	13.98	134.35

12. Non-current tax assets (net)

	As at 31 March 2026	As at 31 March 2025
Advance income-tax, net of provision for taxation ₹ 263.15 (31 March 2025 ₹ 366.89)	32.40	84.68
	32.40	84.68

Refer Note 36 for details of income tax expense

13. Other assets

	As at 31 March 2026	As at 31 March 2025
(Unsecured, considered good)		
Non-current		
Capital advances (refer note below)	426.54	59.90
Prepaid expenses	7.73	7.15
Export incentive receivable	0.15	0.15
Tax demand paid under protest	89.29	63.52
Balances with statutory authorities, considered good	–	0.38
Balances with statutory authorities, considered doubtful	15.90	15.90
	15.90	16.28
Less: Provision for doubtful receivables	(15.90)	(15.90)
	–	0.38
	523.71	131.10
Current		
Advance to suppliers		
(a) Considered good	55.03	103.99
(b) Considered doubtful	29.10	29.10
	84.13	133.09
Less: Allowance for doubtful advances to suppliers	(29.10)	(29.10)
	55.03	103.99

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Prepaid expenses	290.42	248.17
Contract assets*		
(a) Considered good	5,111.47	3,963.24
(b) Considered doubtful	–	347.17
	5,111.47	4,310.41
Less: Loss allowance for doubtful contract assets	–	(347.17)
	5,111.47	3,963.24
Balances with statutory authorities	760.00	549.96
Export incentives receivable	20.79	4.44
Advance to employees	3.34	3.77
	6,241.05	4,873.57
*Changes in contract assets are as follows		
Balance at the beginning of the year	3,963.24	2,968.16
Invoices raised that were included in the contract assets balance at the beginning of the year	(3,738.63)	(2,586.71)
Loss (allowance)/reversal for doubtful contract assets	347.17	(347.17)
Increase due to revenue recognised during the year, excluding amounts billed during the year	4,539.69	3,928.96
Balance at the end of the year	5,111.47	3,963.24

Note:

- (i) Capital advances include an amount of ₹ 33.00 paid under an Agreement to the seller towards a land parcel utilised for construction of factory building as detailed in Note 6(i)(v). The Group has been granted possession of the land and has commenced construction thereon. The seller and the Group are in the process of completing the documentation and registration formalities to secure the title of the said land, which currently is with the jurisdictional Industrial Development Board. None of the promoters or directors of the Group is related to the seller.

14. Inventories

	As at 31 March 2026	As at 31 March 2025
Raw materials and packing materials	1,205.82	977.78
Work-in-progress	236.98	164.75
Stores and spares	66.88	46.12
	1,509.68	1,188.65

Notes:

The Group has written off inventories amounting to ₹ 260.35 (31 March 2025 : ₹ 155.50)

Refer note 5(g) for basis of valuation and for details of inventories pledged, refer note 19

15. Trade receivables

	As at 31 March 2026	As at 31 March 2025
(a) Considered good - unsecured	3,736.23	3,547.83
(b) Trade receivables which have significant increase in credit risk - unsecured	187.07	90.82
	3,923.30	3,638.65
Less: Loss allowance for doubtful trade receivables *	(187.07)	(90.82)
	3,736.23	3,547.83

Trade receivables Aging:

As at 31 March 2026

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	3,125.01	595.48	15.74	–	–	–	3,736.23
(ii) Undisputed Trade receivables – which have significant increase in credit risk	3.44	6.15	6.27	93.72	22.04	55.45	187.07
Total	3,128.45	601.63	22.01	93.72	22.04	55.45	3,923.30

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

As at 31 March 2025

Particulars	Outstanding for following periods from due date of payment						Total
	Not Due	Less than 6 months	6 months - 1 year	1-2 years	2-3 years	More than 3 years	
(i) Undisputed Trade receivables – considered good	3,036.04	437.55	68.23	6.01	–	–	3,547.83
(ii) Undisputed Trade receivables – which have significant increase in credit risk	–	0.81	19.04	18.44	10.58	41.95	90.82
Total	3,036.04	438.36	87.27	24.45	10.58	41.95	3,638.65

* Movement in expected credit loss (ECL) allowance

	As at 31 March 2026	As at 31 March 2025
Opening balance	90.82	132.35
Provision towards doubtful trade receivables	97.82	(38.08)
Amounts written off	(3.41)	(3.51)
Foreign exchange gain/loss (net)	1.84	0.06
Closing balance	187.07	90.82

The Group measures the loss allowance for trade receivables at an amount equal to ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The expected credit loss allowance is based on the ageing of the days the receivables are due and the rates as given in the provision matrix. Further the Group also establishes an allowance for credit loss that represents its estimate of expected losses in respect of trade and other receivables based on the past and recent collection trend.

16. Cash and cash equivalents and other bank balances

	As at 31 March 2026	As at 31 March 2025
(i) Cash and cash equivalents		
Cash on hand	0.16	0.10
Balances with banks		
– in current accounts	333.80	375.82
– in Cash credit account	448.21	485.27
– in deposits account	36.97	50.00
	819.14	911.19
(ii) Bank balances other than above		
– margin money/deposit	172.83	218.28
– in escrow account	116.74	1,118.02
– in deposits account	–	2,391.33
	289.57	3,727.63
(iii) For the purpose of statement of cash flows, cash and cash equivalents comprise of following:		
Cash and cash equivalents (as per (i) above)	819.14	911.19
Overdraft facilities (refer note 19)	–	(0.68)
	819.14	910.51

17. Equity share capital

i. Authorised share capital

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares of ₹. 1 each (refer note 48)	23,90,00,000	239.00	23,90,00,000	239.00
Optionally convertible preference shares of ₹. 10 each	6,00,000	6.00	6,00,000	6.00
Compulsorily convertible preference shares of ₹. 10 each	5,00,000	5.00	5,00,000	5.00
	24,01,00,000	250.00	24,01,00,000	250.00

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

ii. Issued, subscribed and fully paid up

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares of ₹. 1 each (31 March 2025 ₹. 1 each)	21,17,79,234	211.78	20,84,14,389	208.41
	21,17,79,234	211.78	20,84,14,389	208.41

iii. Reconciliation of number of equity shares outstanding at the beginning and end of the year

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Equity shares				
Balance at the beginning of the year	20,84,14,389	208.41	1,76,63,034	176.63
Increase in equity shares on sub division of 1 equity share of face value of ₹. 10 each into 10 equity shares of face value of ₹. 1 each (refer note 48)	–	–	15,89,67,306	–
Add: Shares issued during the year	3,364,845	3.37	2,09,84,049	20.98
Add: Compulsorily convertible preference shares converted to Equity shares during the year	–	–	96,00,000	9.60
Add: Optionally convertible preference shares converted to Equity shares during the year	–	–	12,00,000	1.20
Balance at the end of the year	21,17,79,234	211.78	20,84,14,389	208.41

	As at 31 March 2026		As at 31 March 2025	
	Number	Amount	Number	Amount
Preference shares				
Balance at the beginning of the year	–	–	4,80,000	3.87
Add: Final Call monies received on Compulsorily convertible preference shares	–	–	–	0.93
Add: Optionally convertible preference shares converted to Compulsorily convertible preference shares during the year	–	–	4,80,000	5
Less: Compulsorily convertible preference shares converted to Equity shares during the year	–	–	(9,60,000)	(9.60)
Preference shares at the end of the year	–	–	–	–

iv. Rights, preferences and restrictions attached to equity shares

The Company has a single class of equity shares. Accordingly, all equity shares rank equally with regard to dividends and share in the Company's residual assets. The equity shares are entitled to receive dividend as declared from time to time. The voting rights of an equity shareholder on a poll (not on show of hands) are in proportion to its share of the paid-up equity capital of the Company. Voting rights cannot be exercised in respect of shares on which any call or other sums presently payable have not been paid. Failure to pay any amount called up on shares may lead to forfeiture of the shares. On winding up of the Company, the holders of equity shares will be entitled to receive the residual assets of the Company, remaining after distribution of all preferential amounts in proportion to the number of equity shares held.

v. Details of shareholders holding more than 5% equity shares in the Company

Name of the equity shareholders	As at 31 March 2026		As at 31 March 2025		% Change in holding
	Number	% holding	Number	% holding	
TPG ASIA VII SF PTE LTD	–	0.00%	5,15,48,272	24.73%	–24.73%
Marigold Partners (represented by Kanumuri Mytreyi)	2,21,85,550	10.48%	2,21,85,550	10.64%	–0.17%
Sunflower Partners (represented by Kanumuri Ranga Raju)	1,55,93,570	7.36%	1,55,93,570	7.48%	–0.12%
Invesco India Mutual Fund	1,53,98,592	7.27%	60,04,357	2.88%	4.39%
Nippon India Mutual Fund	1,30,39,733	6.16%	51,64,027	2.48%	3.68%

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

vi. Details of shares held by the promoters of the Company:

Name of the promoters	As at 31 March 2026		As at 31 March 2025		% Change in holding
	Number	% holding	Number	% holding	
Promoters (A)					
Marigold Partners (represented by Kanumuri Mytreyi)	2,21,85,550	10.48%	2,21,85,550	10.64%	-0.17%
Sunflower Partners (represented by Kanumuri Ranga Raju)	1,55,93,570	7.36%	1,55,93,570	7.48%	-0.12%
Sai Quest Syn Private Limited	45,91,100	2.17%	45,91,100	2.20%	-0.04%
Tulip Partners (represented by Kanumuri Mytreyi)	92,82,060	4.38%	92,82,060	4.45%	-0.07%
Lily Partners (represented by Kanumuri Ranga Raju)	69,00,740	3.26%	69,00,740	3.31%	-0.05%
Kanumuri Krishnam Raju	30,08,400	1.42%	30,08,400	1.44%	-0.02%
Kanumuri Ranga Raju	1,69,340	0.08%	1,69,340	0.08%	0.00%
Kanumuri Mytreyi	61,580	0.03%	61,580	0.03%	0.00%
Promoter Group (B)					
Gokaraju Subba Raju	96,34,450	4.55%	96,34,450	4.62%	-0.07%
Gokaraju Lakshmi Tanuja	13,34,535	0.63%	13,34,535	0.64%	-0.01%
Kanumuri Sudha	5,13,160	0.24%	5,13,160	0.25%	-0.03%
Continental Wines Pvt Ltd	20,190	0.01%	20,190	0.01%	0.00%

vii. Shares reserved for issue under options

(a) Sai Employee stock option scheme - 2008 ("SESOS 2008")

The Company established a plan SESOS approved by the Shareholders at the Annual and Extraordinary General Meetings held on 11 September 2008 and 30 March 2009 respectively. As per the scheme, maximum number of employee stock options are restricted to 10% of paid up share capital of the Company. Out of which, 50% of the options granted shall vest at the end of two years from the grant date and the balance 50% of the options shall vest at the end of four years from the grant date. The vested options can be exercised by the employee during his term of employment with the Company.

Under this scheme, the company granted additional employee stock options approved by the Shareholders at the Extraordinary General Meeting held on 25 July 2018. The options granted shall vest 20% at the end of every year from the grant date for 5 years. The vested options can be exercised by the employee during their term of employment with the Company.

Management ESOP scheme - 2018 ("MES 2018")

The Company established a plan MES 2018 approved by the Shareholders at the Extraordinary General Meeting held on 25 July 2018. As per the scheme maximum number of shares reserved under this scheme is 4% of the paid up equity capital of the Company on a fully diluted basis as on the Effective Date. The options granted shall vest 20% at the end of every year from the grant date for 5 years. The vested options can be exercised by the employee during their term of employment with the Company.

The Company amended vide approval from Shareholders in the Extraordinary General Meeting, the plan MES 2018 on 25 March 2022 and 09 June 2023 and further amended the SESOS 2008 and MES 2018 plan on 04 July 2024. Post the amendment, both the MES 2018 and SESOS 2008 have similar terms. The options granted shall vest within a period of 5 years and as per the terms provided in the notice of grant. The vested options can be exercised by the employee during their term of employment with the Company.

The terms of the above schemes provide that each option entitles the holder to one equity share of ₹ 1 each and that the options can be settled only by way of issue of equity shares. The options granted are time and performance based for SESOS 2008 and MES 2018.

- (b) During the year ended 31 March 2026, the Group had incurred stock compensation cost of ₹ 21.04 (31 March 2025: ₹ 24.78) towards the above schemes.

(c) Stock options activity is as follows:

	No. of options	
	As at 31 March 2026	As at 31 March 2025
Under SESOS 2008 Scheme		
Outstanding at the beginning of the year	15,44,500	33,22,360
Granted during the year	-	2,55,000
Forfeited/Lapsed during the year	(1,05,000)	(2,70,000)
Exercised during the year	(2,96,490)	(17,62,860)
Outstanding at the end of the year	11,43,010	15,44,500
Weighted average exercise price (₹)	166.67	169.42
Exercisable at the end of the year	2,40,510	2,55,500

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	No. of options	
	As at 31 March 2026	As at 31 March 2025
Under MES 2018 scheme		
Outstanding at the beginning of the year	60,83,000	44,73,920
Granted during the year	2,05,000	41,90,000
Forfeited/Lapsed during the year	(10,30,000)	(11,63,920)
Exercised during the year	(30,68,350)	(14,17,000)
Outstanding at the end of the year	21,89,650	60,83,000
Weighted average exercise price (₹)	213.61	134.89
Exercisable at the end of the year	14,22,170	12,18,000

- (d) The fair value of options is estimated at the grant date using the Black-Scholes option pricing model for the time and non market performance based options and Monte Carlo simulation model is used for market performance based options with the following assumptions:

Date of grant	As at 31 March 2026		As at 31 March 2025
	SESOS 2008		AMES 2018
	13-Nov-25	13-Nov-25	04-Jul-24 & 12-Nov-24
Risk-free interest rate	5.88%	5.81%	7.32%
Expected life (in years)	5	4	5
Expected volatility	39.64%	39.73%	33.00%
Expected dividend yield	0.00%	0.00%	0.00%

- viii. During the period of five years immediately preceding the balance sheet date, no shares have been bought back, issued for consideration other than cash and no bonus shares have been issued.

18. Other equity

	As at 31 March 2026	As at 31 March 2025
Securities premium (Note a)	14,003.25	13,731.69
Capital reserve (Note b)	8.07	8.07
Employee stock options outstanding account (Note c)	44.83	50.37
Retained earnings (Note d)	10,748.77	7,244.99
Cash flow hedge reserve (Note e)	(303.46)	(12.16)
Shares pending allotment (Note f)	–	0.47
Foreign currency translation reserve (Note g)	123.64	51.71
	24,625.10	21,075.13

Nature and purpose of reserves

(a) Securities premium

The amount received in excess of face value of the equity shares is recognised in Securities Premium and adjusted for transaction cost on fresh issue of equity shares. During the year ended 31 March 2026, the Company issued 33,64,845 equity share of face value of ₹. 1 each (31 March 2025 3,17,84,049 Equity share of face value of ₹ 1 each)

(b) Capital reserve

Capital reserve pertains to the excess of net assets taken, over the cost of consideration paid pursuant to amalgamation of Advantium Pharma Private Limited with the Company in the earlier years and on forfeiture of certain share warrants issued in the earlier years. The Company uses capital reserve for transactions in accordance with the provisions of the Act.

(c) Employee stock options outstanding account

Employee stock options outstanding account relates to share options granted by the Parent to its employees under its employee share option plan. These will be transfer to Retained earnings and Security premium after exercise of the underlying options.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(d) Retained earnings

Retained earnings are the profits that the Group has earned till date, less any transfers to general reserve, dividends or other distributions paid to shareholders.

(e) Cash flow hedge reserve

Cash flow hedge reserve represents effective portion of cash flow hedges taken to Other comprehensive income.

(f) Shares pending allotment

Represents amount received from employees upon exercise of option under the SESOS plan -2008. Pending allotment as of 31 March 2025, this amount has been shown under share application money pending allotment.

(g) Foreign currency translation reserve

Foreign currency translation reserve represents the exchange differences accumulated when the financial statements of foreign operations are converted from their functional currency to presentation currency of the Parent.

Movement in other equity

	As at 31 March 2026	As at 31 March 2025
i) Securities premium		
Balance at the beginning of the year	13,731.69	3,891.55
Amount on account of shares issued	271.56	614.00
Fresh issue of equity shares	–	9,482.70
Transaction costs	–	(330.97)
Balance at the end of the year	14,003.25	13,657.28
ii) Capital reserve		
Balance at the beginning of the year	8.07	8.07
Movement during the year	–	–
Balance at the end of the year	8.07	8.07
iii) Employee stock options outstanding account		
Balance at the beginning of the year	50.37	106.10
Amount transferred on forfeiture of employee stock options	(3.53)	(6.10)
Amount transferred on exercise of employee stock options	(23.05)	(74.41)
Share-based payment expense	21.04	24.78
Balance at the end of the year	44.83	50.37
iv) Retained earnings		
Balance at the beginning of the year	7,244.98	5,534.21
Re-measurement of defined benefit obligation (net of tax)	11.15	3.36
Amount transferred on forfeiture of employee stock options	3.53	6.10
Profit for the year	3,489.10	1,701.32
Balance at the end of the year	10,748.76	7,244.98
v) Cash flow hedge reserve		
Balance at the beginning of the year	(12.16)	(17.92)
Effective portion of cash flow hedges (net of tax)	(291.30)	5.76
Balance at the end of the year	(303.46)	(12.16)
vi) Foreign currency translation reserve		
Balance at the beginning of the year	51.71	48.93
Movement during the year (net of tax)	71.93	2.78
Balance at the end of the year	123.64	51.71
vii) Shares pending allotment		
Balance at the beginning of the year	0.47	–
Movement during the year	(0.47)	0.47
Balance at the end of the year	–	0.47

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

19. Borrowings

	As at 31 March 2026	As at 31 March 2025
Non-current		
<i>(Secured - at amortized cost)</i>		
Term loans		
From banks (refer note (i))	255.04	-
	255.04	-
Less: Current maturities of long-term loans	(50.00)	-
	205.04	-
Terms and conditions of loans and nature of security		
(i) Term loan secured by way of pari passu first charge on all movable fixed assets and immovable fixed assets of the company and second pari passu charge by way of hypothecation on entire current assets, both present and future of the Company. This loan carries an interest rate of REPO+2.35% p.a and is repayable in 10 equal quarterly instalment commencing from March 2027 with last instalment is falling due in June 2029.	255.04	-
Short term borrowings		
<i>(Secured - at amortized cost)</i>		
Working capital loans from banks*	696.21	1,134.57
Current maturities of long-term loans	50.00	-
<i>(Unsecured - at amortized cost)</i>		
Working capital loans repayable on demand - Buyers credit facility	-	151.79
	746.21	1,286.36
* Includes overdraft facilities classified as cash & cash equivalents for the purpose of cash flow statement (refer note 16(iii))	-	(0.68)

Note: The above borrowings are secured by way of hypothecation of the Company's goods, book debts, movables, other assets and freehold land. Interest rate ranges between 6.0% to 7.0% p.a and the loans are revolving on an annual basis.

The quarterly returns of current assets filed by the Company with banks are in agreement with books of accounts.

Reconciliation between the opening and closing balances in balance sheet for financial liabilities arising from financing activities are given below:

Particulars	As at 01 April 2025	Net Proceeds/ (Repayments)	Non cash changes*	As at 31 March 2026
Non-current borrowings (including current maturities)	-	255.04	-	255.04
Current borrowings (excluding overdraft facilities) (refer note above)	1,285.68	(588.90)	(0.57)	696.21
Total	1,285.68	(333.86)	(0.57)	951.25

* Non cash changes includes foreign exchange changes of ₹. 0.57

Particulars	As at 01 April 2024	Net Proceeds/ (Repayments)	Non cash changes*	As at 31 March 2025
Non-current borrowings (including current maturities)	3,358.59	(3,364.58)	5.99	-
Current borrowings (excluding overdraft facilities) (refer note above)	3,626.16	(2,339.64)	(0.84)	1,285.68
Total	6,984.75	(5,704.22)	5.15	1,285.68

* Non cash changes includes foreign exchange changes of ₹. 1.30.

20. Lease liabilities *

	As at 31 March 2026	As at 31 March 2025
Non-current	1,276.20	1,646.87
Current	657.07	590.58
	1,933.27	2,237.45

*Refer note 46

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

21. Other financial liabilities

	As at 31 March 2026	As at 31 March 2025
Current		
Interest accrued but not due on borrowings	3.72	1.60
Capital creditors (refer note (a) below)	1,231.08	724.90
Derivative liabilities - FVTOCI	401.98	27.94
	1,636.78	754.44

- a) Capital creditors include outstanding dues of micro enterprises and small enterprises to the extent of 555.36 (31 March 2025: ₹. 302.72) (refer note 45)

22. Provisions

	As at 31 March 2026	As at 31 March 2025
Non-current		
Gratuity (refer note 35)	252.38	170.57
Compensated absences (refer note 35)	70.80	63.51
	323.18	234.08
Current		
Gratuity (refer note 35)	74.38	53.77
Compensated absences (refer note 35)	56.23	53.78
Provision for indirect taxes (refer note 43)	69.75	–
	200.36	107.55

Employee benefits

The Group has the following post -employment benefits plans:

(a) Defined contribution plan

The following amount has been recognised as an expense in Statement of Profit and Loss account of provident fund and other funds. There are no other obligations other than the contribution payable to the respective authorities

	As at 31 March 2026	As at 31 March 2025
Contribution to provident fund	123.44	98.88
Contribution to employees state insurance schemes	0.11	0.11
	123.55	98.99

(b) Gratuity

The Group provides gratuity benefits to its employees under a defined benefit plan ("Gratuity Plan") in accordance with the Payment of Gratuity Act, 1972. Under the Gratuity Plan, Permanent employees are eligible for gratuity upon completion of at least five years of continuous service and Fixed-term employees are eligible upon completion of one year of continuous service, as per applicable regulations. The benefit is calculated as 15 days of last drawn salary for each completed year of service, with service of six months or more rounded off to a full year, subject to a maximum limit of ₹. 20 lakhs (as prescribed under the Act). This defined benefit plan exposes the group to actuarial risk such as longevity, interest rate risk and inflation risk.

	As at 31 March 2026	As at 31 March 2025
(i) Change in defined benefit obligation		
Defined benefit obligation at the beginning of the year	224.34	185.88
Current service cost	60.72	46.63
Past service cost (refer note 35)	59.60	–
Interest cost	15.07	12.62
<i>Actuarial (gain)/loss on obligation</i>		
Loss/(gain) from change in financial assumptions	(0.68)	0.68
Gain on account of experience adjustments	(14.23)	(5.21)
Benefits paid	(18.06)	(16.26)

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(Continued.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Defined benefit obligation at the end of the year	326.76	224.34
(ii) Expense recognised in the Statement of Profit and Loss		
Included under employee benefits		
Interest cost	15.07	12.62
Service cost	60.72	46.63
Included under exceptional items		
Past service cost	59.60	–
Net gratuity costs	75.79	59.25
(iii) Expense recognised in other comprehensive income		
Recognised net actuarial loss/(gain)	(14.91)	(4.53)
	(14.91)	(4.53)
(iv) Key actuarial assumptions		
Discount rate	7.07%	7.01%
Salary escalation rate	8.00%	8.00%
Expected average remaining service	3.09	3.09
Mortality	IALM (2012-14) Ultimate	IALM (2012-14) Ultimate
Attrition rate	24.00%	24.00%
Retirement age-years	58	58

The significant actuarial assumptions for the determination of the defined benefit obligation are the discount rate and salary escalation rate. The calculation of the net defined benefit liability is sensitive to these assumptions. However, the impact of these changes is not ascertained to be material by the management.

(v) Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have resulted in the benefit obligation being as follows:

Particulars	As at 31 March 2026		As at 31 March 2025	
	Increase in rate	Decrease in rate	Increase in rate	Decrease in rate
Discount rate (+ / - 1% movement)	315.90	338.43	214.88	230.14
Salary escalation rate (+ / - 1% movement)	336.06	317.80	228.66	216.10

Maturity profile of the defined benefit obligation

Expected cash flows over the next :	As at 31 March 2026	As at 31 March 2025
1 year	74.38	53.77
2 - 5 years	201.46	134.99
6 - 10 years	110.41	75.20

The weighted average duration of the defined benefit obligation as at 31 March 2026 is 2.81 years (As at 31 March 2025: 2.79 years)

The Group provides for compensated absences to its employees. The employees can carry-forward a portion of the unutilised accrued compensated absences and utilise it in future service years. During the year ended 31 March 2026, the Group has incurred an expense on compensated absences amounting to ₹. 62.81 (31 March 2025 : ₹. 49.58). The Group determines the expense for compensated absences basis the actuarial valuation of the present value of the obligation, using the Projected Unit Credit Method.

23. Deferred tax liabilities (net)

	As at 31 March 2026	As at 31 March 2025
Deferred tax liabilities arising on account of :		
Property, plant and equipment	802.29	656.56
Contract assets	610.59	473.86

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(Continued.)

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

	As at 31 March 2026	As at 31 March 2025
Right of use assets	443.25	496.83
Deferred tax assets arising on account of :		
Lease liabilities	(304.85)	(399.02)
Provision for employee benefits	(113.00)	(84.58)
Provision for trade receivables and advances	(53.99)	(30.20)
Derivative instruments - FVTOCI	(100.97)	(3.09)
Deferred tax liabilities, (net)	1,283.32	1,110.36

Movement in deferred tax assets/deferred tax liabilities

Particulars	01 April 2024	Recognized in Statement of Profit and Loss	Recognized in OCI	31 March 2025
Deferred tax liabilities arising on account of :				
Property, plant and equipment	591.50	65.06	–	656.56
Contract assets	321.42	152.44	–	473.86
Right of use assets	461.11	35.72	–	496.83
Deferred tax assets arising on account of :				
Lease liabilities	(396.18)	(2.84)	–	(399.02)
Provision for employee benefits	(68.99)	(16.76)	1.17	(84.58)
Provision for trade receivables and advances	(41.03)	10.83	–	(30.20)
Derivative instruments - FVTOCI	(5.03)	–	1.94	(3.09)
Others	(0.14)	0.14	–	–
	862.66	244.59	3.11	1,110.36

Particulars	01 April 2025	Recognized in Statement of Profit and Loss	Recognized in OCI	31 March 2026
Deferred tax liabilities arising on account of :				
Property, plant and equipment	656.56	145.74	–	802.29
Contract assets	473.86	136.73	–	610.59
Right of use assets	496.83	(53.58)	–	443.25
Deferred tax assets arising on account of :				
Lease liabilities	(399.02)	94.17	–	(304.85)
Provision for employee benefits	(84.58)	(31.99)	3.57	(113.00)
Provision for trade receivables and advances	(30.20)	(23.79)	–	(53.99)
Derivative instruments - FVTOCI	(3.09)	0.10	(97.98)	(100.97)
	1,110.36	267.38	(94.41)	1,283.32

24. Trade payables

	As at 31 March 2026	As at 31 March 2025
(A) Total outstanding dues of micro enterprises and small enterprises (Refer note 45)	429.53	474.16
(B) Total outstanding dues of creditors other than micro enterprises and small enterprises*	2,423.85	2,750.92
	2,853.38	3,225.08

* Includes amount payable to related parties - (Refer note 41)

* Includes amount payable towards unbilled share issue expenses amounting to ₹. 55.19 (31 March 2025: ₹. 776.99), which are included in unbilled dues in the ageing schedule below.

As at 31 March 2026

Particulars	Outstanding for following periods from due date of payment					Total
	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	
(i) MSME	408.89	19.89	0.73	0.02	–	429.53
(ii) Others	1,584.30	186.51	4.32	11.67	6.69	1,793.49
(iii) Unbilled Dues	630.36	–	–	–	–	630.36

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Total	2,623.55	206.40	5.05	11.69	6.69	2,853.38

As at 31 March 2025

Particulars	Outstanding for following periods from due date of payment					
	Not due	Less than 1 year	1-2 years	2-3 years	More than 3 years	Total
(i) MSME	440.94	33.15	0.07	–	–	474.16
(ii) Others	1,126.31	332.31	12.59	5.67	1.39	1,478.27
(iii) Unbilled Dues	1,272.65	–	–	–	–	1,272.65
Total	2,839.90	365.46	12.66	5.67	1.39	3,225.08

25. Other liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Current		
Advance from customers	385.36	182.35
Payable to statutory authorities	311.17	305.15
Employee payables	1,029.85	793.69
	1,726.38	1,281.19

26. Current tax liabilities (net)

Particulars	As at 31 March 2026	As at 31 March 2025
Provision for income tax, net of advance tax ₹. 709.07 (31 March 2025 ₹. 266.49)	516.60	79.70
	516.60	79.70

27. Revenue from operations

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Sale of goods and services		
Revenue from contract research, development and manufacturing activities	21,368.26	16,603.92
Other operating income		
Income from sale of used solvents	243.97	193.26
Income from Government incentives	312.69	148.52
	21,924.92	16,945.70

Disaggregation of revenues from contract research, development and manufacturing activities :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Contract Development and Manufacturing	13,614.75	10,339.67
Contract Research	7,753.51	6,264.25
Total	21,368.26	16,603.92

Reconciliation of Revenue from operations with contract price (excluding Other Operating Income) :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Contract price	21,398.96	16,622.69
Less : Adjustment made to contract price on account of		
Sales return	(26.32)	(18.77)
Others	(4.38)	–
Total	21,368.26	16,603.92

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Disaggregation of revenue from contract research and manufacturing activities into over time and at a point in time

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Timing of recognition		
At a point in time	9,260.38	7,096.51
Over time	12,107.88	9,507.41
Total	21,368.26	16,603.92

28. Other income

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest income from deposits	184.77	168.30
Interest income on financial assets at amortised cost	1.39	1.02
Gain on investments carried at fair value through profit or loss (FVTPL) (refer note 9)	4.92	–
Foreign exchange gain (net)	297.89	190.76
Interest on income tax refund	0.02	6.33
Others	2.29	1.38
	491.28	367.79

29. Cost of material, chemicals & reagents consumed

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Raw material and packing material at the beginning of the year	977.78	625.47
Add: Purchases/adjustments	6,009.19	4,960.26
Less: Raw material and packing material at the end of the year	(1,205.82)	(977.78)
	5,781.15	4,607.95

30. Changes in inventories of work-in-progress

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Opening balance		
- Work-in-progress	164.75	214.44
	(A) 164.75	214.44
Closing balance		
- Work-in-progress	236.98	164.75
	(B) 236.98	164.75
	(A) - (B) (72.23)	49.69

31. Employee benefits expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Salaries, wages and bonus (refer note (a) below)	6,340.98	5,072.01
Contribution to provident and other funds	123.55	98.99
Gratuity (refer note 35)	75.79	59.25
Equity settled share based payment expense	21.04	24.78
Staff welfare expenses	269.19	236.16
	6,830.55	5,491.18

(a) Includes contract labour charges of ₹. 410.61 (31 March 2025: ₹. 369.56)

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

32. Finance costs

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Interest on financial liabilities measured at amortised cost *	109.82	502.12
Interest on lease liabilities	232.17	248.98
Interest on MSME payables	0.25	2.51
Interest - others	50.15	8.03
	392.39	761.64

* Net of borrowing cost capitalised to property, plant and equipment amounting ₹Nil (31 March 2025: ₹. 12.99)

33. Depreciation and amortisation expense

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation of property, plant & equipment (refer note 6)	1,112.42	889.62
Depreciation on right-of-use assets (refer note 7)	470.61	399.92
Amortisation of intangible assets (refer note 8)	85.52	96.19
	1,668.55	1,385.73

34. Other expenses

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Consumption of stores and spares	624.84	449.17
Power and fuel	646.25	481.85
Rent	25.97	21.94
Repairs and maintenance:		
- Buildings	30.57	24.22
- Plant and equipment	288.62	203.73
- Others	336.05	245.62
Insurance	105.02	86.28
Rates and taxes	22.45	19.16
Outside contract cost	44.46	34.33
Carriage and freight outwards	84.08	67.81
Communication expenses	30.04	25.56
Office maintenance and housekeeping expenses	49.02	50.13
Travelling and conveyance	208.19	165.91
Legal and professional fees (refer note (i) below)	492.87	239.54
Corporate social responsibility (CSR) expenditure (refer note (ii) below)	28.59	12.08
Loss allowance/(reversal) towards doubtful trade receivables and contract assets, net (refer note 15 and 13)	(252.76)	305.58
Bad debts written off (net of recoveries) (refer note 15)	3.41	3.51
Bank charges	16.42	21.79
Net loss on disposal of property, plant and equipment	9.63	18.11
Sales promotion expenses	62.92	50.14
Membership and subscription	193.62	176.19
Printing and stationery	20.32	19.13
Asset under capital work-in progress written off (refer note 6(i))	0.49	17.20
Miscellaneous expenses	2.79	1.29
	3,073.86	2,740.27

(i) Details of Auditor's remuneration :

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
As auditor:		
- Audit fee	6.60	6.60
- Limited Review fee	2.70	1.50
- Certification fees	2.03	0.73
- Reimbursement of expenses	0.28	0.20
	11.61	9.03

*Above fee excludes amount of ₹. Nil (31 March 2025 ₹. 48.56) (excluding tax of ₹. 8.74), in connection with the Initial public offer (IPO) of the Company which is adjusted with securities premium upon completion of the IPO.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(ii) Details of CSR expenditure :

As required under Section 135 of the Companies Act, 2013, a Corporate Social Responsibility (CSR) committee has been formed by the Company. The Company has spent the CSR amount towards:

1. Preventive healthcare initiatives to improve community well-being.
2. Education (including special education) and vocational skill development, with focus on differently abled individuals.
3. Livelihood development and income-generation initiatives for inclusive growth.
4. Environmental sustainability, including resource conservation, quality of air/water/soil and protection of biodiversity, animal welfare and agroforestry.

Amount spent during the year on:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
i) Amount approved by the Board to be spent during the year	28.59	12.08
ii) Gross amount required to be spent by the Company during the year	28.59	12.08
iii) Amount spent during the year on the above	28.59	12.08
iv) Shortfall at the end of the year	–	–
v) Total of previous year shortfall	–	–
vi) Reason for shortfall	N/A	N/A
vii) Nature of activity	See note above	See note above

35. Exceptional Items

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Gratuity and Compensated absences	80.01	–
	80.01	–

Note: On 21 November 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate twenty-nine existing labour laws into a unified framework governing employee benefits during employment and post-employment. The Labour Codes, amongst other things introduce a change in the definition of wages. The Group has assessed the financial implications of this change which has resulted in increase in gratuity liability arising out of past service cost and increase in compensated absences liability of ₹. 80.01. Considering the impact arising out of an enactment of the new legislation is an event of non-recurring nature, the Group has presented this incremental amount as "Exceptional Item", for the year ended 31 March 2026.

In case of any further clarification from the Government on other aspects of the Labour Codes, the Group will evaluate and account for differential impact, if any, in subsequent periods.

36. Income tax

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Tax expense comprises of:		
Current tax	884.02	338.44
Deferred tax	288.80	237.27
Income tax expense reported in the Statement of Profit or Loss	1,172.82	575.72

The major components of income tax expense and the reconciliation of expected tax expense based on the domestic effective tax rate of the Group at 25.17% and the reported tax expense in the Statement of Profit and Loss is as follows:

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Reconciliation of tax expense and the accounting profit multiplied by India's tax rate

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit before tax	4,661.92	2,277.03
Tax at the Indian tax rate (25.17%) [31 March 2025: 25.17%]	1,173.31	573.08
Effect of concessions (80JJAA)	(4.56)	(4.56)
Disallowance of CSR expenditure	7.20	3.04
Others	(3.13)	4.15
Income tax expense	1,172.82	575.72

37. Earnings per equity share [EPES]

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Profit attributable to equity shareholders (A)	3,489.10	1,701.32
Weighted average number of equity shares outstanding during the year (B)	209,821,565	192,633,970
Effect of dilution:		
Employee stock options	2,553,099	4,966,490
Weighted average number of equity shares adjusted for the effect of dilution (C)	212,374,664	197,600,460
Earnings per equity share (in absolute ₹ terms) :		
Basic [(A)/(B)]	16.63	8.83
Diluted [(A)/(C)]	16.43	8.61
Nominal Value per share equity share	1	1

38. Fair value measurements

Risk management framework:

The Group's principal financial liabilities, comprise borrowings, lease liabilities, trade and other payables. The main purpose of these financial liabilities is to finance the Group's operations. The Group's principal financial assets include trade and other receivables, cash and cash equivalents, other bank balances and FVTPL investments that derive directly from its operations. The Group also holds FVTOCI investments and investment in its subsidiary.

The Group is exposed to market risk, credit risk and liquidity risk. The Group's Board of Directors oversees the management of these risks. The Group's Board of Directors is supported by the senior management that advises on financial risks and the appropriate financial risk governance framework for the Group. The senior management provides assurance to the Group's Board of Directors that the Group's financial risk activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Group's policies and risk objectives.

(i) Financial assets and financial liabilities measured at fair value

	Level 1		Level 2		Level 3	
	31 March 2026	31 March 2025	31 March 2026	31 March 2025	31 March 2026	31 March 2025
Financial assets - Investments in mutual funds measured at FVTPL	–	–	469.92	–	–	–
Financial assets - Unlisted equity instruments measured at FVTOCI* and derivative instruments designated in hedge accounting relationship	–	–	0.80	16.03	35.10	19.43
Financial liabilities - Derivative financial instruments - loss on outstanding foreign exchange forwards, options, currency swap contracts and interest rate swap contracts(1)	–	–	401.98	27.94	–	–

- (1) The Group enters into derivative financial instruments with various counterparties, principally banks. Derivatives valued using valuation techniques with market observable inputs are mainly interest rate swaps, foreign exchange forwards. These derivative financial instruments are valued based on the inputs that are directly or indirectly observable in the market place.

*These are held for operational purposes and the Group estimates that the fair value of these investments are not materially different as compared to their cost.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Financial instruments by category

	31 March 2026			31 March 2025		
	FVTPL	FVTOCI	Amortised cost	FVTPL	FVTOCI	Amortised cost
Financial assets						
Investments	469.92	35.10	–	–	19.43	–
Trade receivables	–	–	3,736.23	–	–	3,547.83
Cash and cash equivalents	–	–	819.14	–	–	911.19
Other bank balances	–	–	289.57	–	–	3,727.63
Other financial assets	–	0.80	1,616.60	–	16.03	830.99
Total financial assets	469.92	35.90	6,461.54	–	35.46	9,017.64
	31 March 2026			31 March 2025		
	FVTPL	FVTOCI	Amortised cost	FVTPL	FVTOCI	Amortised cost
Financial liabilities						
Borrowings	–	–	951.25	–	–	1,286.36
Lease liabilities	–	–	1,933.27	–	–	2,237.45
Trade payables	–	–	2,853.38	–	–	3,225.08
Other financial liabilities	–	401.98	1,234.80	–	27.94	726.50
Total financial liabilities	–	401.98	6,972.70	–	27.94	7,475.39

(ii) Measurement of fair values

Valuation technique and significant unobservable inputs

The following tables show the valuation techniques used in measuring Level 2 and Level 3 fair values, for financial instruments measured at fair value in the balance sheet, as well as the significant unobservable inputs used:

Type	Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value
Forward exchange contract	Forward pricing: The fair value is determined using quoted forward exchange rates at the reporting date and present value calculations based on high credit quality yield curves in the respective currency	Not applicable	Not applicable
Investments in mutual funds	Quoted prices	Not applicable	Not applicable

(iii) Transfer between Level 1 and 2

There have been no transfers from Level 2 to Level 1 or vice-versa during the year ended 31 March 2026 and 31 March 2025.

39. Financial instruments risk management

A. Market risk:

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises two types of risk: interest rate risk and currency risk. Financial instruments affected by market risk include borrowings, lease liabilities, deposits, trade receivables and other financial instruments.

The sensitivity analysis in the following sections relate to the position as at 31 March 2026 and 31 March 2025. The analyses exclude the impact of movements in market variables on the carrying values of gratuity and other post retirement obligations; provisions; and non-financial assets and liabilities.

i. Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Group has loan facilities on floating interest rate, which exposes the Group to risk of changes in interest rates. The management monitors the interest rate movement and manages the interest rate risk based on its policies, which include entering into interest rate swaps as considered necessary. The Group's investment in deposits with banks and financial institutions carries fixed rate of interest. The Group does not account for any fixed rate financial assets at fair value through profit or loss. Therefore a change in interest rates at the reporting date would not affect profit or loss.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Interest rate sensitivity analysis

The sensitivity analysis below has been determined for borrowings assuming the amount of borrowings outstanding at the end of the reporting period was outstanding for the whole year. A 10 basis points increase or decrease in case of foreign currency borrowings and 50 basis points increase or decrease in case of rupee borrowings is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible change in interest rate.

If interest rate had been 10 basis points higher/lower in case of foreign currency borrowings and 50 basis points higher/ lower in case of rupee borrowings and all other variables were held constant, the Group's profit for the year ended 2026 would decrease/increase by ₹. 4.76 (31 March 2025: ₹ 5.82)

Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of an exposure shall fluctuate because of change in foreign exchange rates. The Group's foreign exchange risk arises from its foreign operations, foreign currency revenues and expenses, (primarily in US Dollars and Euros) and foreign currency borrowings (primarily in US Dollars). As a result, if the value of the Indian rupee appreciates relative to these foreign currencies, the Group's revenues and expenses measured in Indian rupees may decrease or increase and vice-versa. The exchange rate between the Indian rupee and these foreign currencies have changed substantially in recent periods and may continue to fluctuate substantially in the future. Consequently, the Group uses both derivative and non-derivative financial instruments, such as foreign exchange forward contracts, currency swap contracts and foreign currency financial liabilities, to mitigate the risk of changes in foreign currency exchange rates in respect of its highly probable forecasted transactions and recognised assets and liabilities.

- a) Significant foreign currency risk exposure relating to financial assets and financial liabilities expressed in ₹ terms are as follows.

Financial assets

	31 March 2026				31 March 2025			
	Investments	Trade receivables*	Balances in bank	Other assets	Investments	Trade receivables*	Balances in bank	Other assets
- USD	-	3,392.90	245.60	35.19	-	3,311.13	304.87	32.93
- EUR	-	296.23	1.53	-	-	194.82	4.25	-
- GBP	-	56.13	78.59	137.28	-	52.33	33.60	-
- Others	-	3.02	2.87	-	-	1.99	16.39	-

Financial liabilities

	31 March 2026			31 March 2025		
	Borrowings	Trade payables	Capital creditors	Borrowings#	Trade payables	Capital creditors
- USD	-	533.50	185.94	151.79	610.19	110.72
- EUR	-	4.02	9.59	-	12.08	41.21
- GBP	-	28.70	-	-	2.09	2.18
- Others	-	4.43	13.45	-	0.18	0.34

This amount includes interest accrued

- (b) Foreign currency sensitivity

The following table demonstrates the sensitivity to a reasonably possible change in USD and Euro exchange rates, with all other variables held constant. The Group's exposure to foreign currency changes for all other currencies is not material.

Particulars	Impact on income & equity	
	31 March 2026	31 March 2025
USD sensitivity		
₹/USD - Increase by 1%	29.54	27.76
₹/USD - Decrease by 1%	(29.54)	(27.76)
EUR sensitivity		
₹/EUR - Increase by 1%	2.84	1.46
₹/EUR - Decrease by 1%	(2.84)	(1.46)
GBP sensitivity		
₹/GBP - Increase by 1%	2.43	0.82
₹/GBP - Decrease by 1%	(2.43)	(0.82)

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(c) Derivative financial instruments

The following table gives details in respect of outstanding derivative contracts. The counterparty for these contracts are banks.

	Sell	Buy	31 March 2026		31 March 2025	
			No of contracts outstanding	Amount in Millions	No of contracts outstanding	Amount in Millions
Forward contract	US\$	₹	187	\$80.46	130	\$42.89
Forward contract	Euro €	₹	5	€ 2.50	11	€ 4.50

The Group designates its derivative contracts that hedge foreign exchange risk associated with its highly probable forecasted transactions as cash flow hedges and measures them at fair value. The effective portion of such cash flow hedges is recorded as in other comprehensive income and re-classified in the income statement as revenue in the period corresponding to the occurrence of the forecasted transactions.

The ineffective portion of such cash flow hedges is immediately recorded in the Statement of Profit and Loss.

B. Credit risk

Credit risk is the risk that the counterparty will not meet its obligation under a financial instrument or customer contract, leading to financial loss. The credit risk arises principally from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and other financial instruments.

The Group has established a credit mechanism under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes external ratings, where available and other publicly available financial information. Outstanding customer receivables are regularly monitored.

The maximum exposure to credit risk as at reporting date is primarily from trade receivables amounting to ₹. 3,736.23 (31 March 2025 ₹. 3,547.83) (refer note 15).

C. Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities and the availability of funding through an adequate amount of committed credit facilities to meet obligations when due. Due to the nature of the business, the Group maintains flexibility in funding by maintaining availability under committed facilities.

Management monitors rolling forecasts of the Group's liquidity position and cash and cash equivalents on the basis of expected cash flows. The Group takes into account the liquidity of the market in which the entity operates. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

The Group's principal sources of liquidity are the cash flows generated from operations. Further the Group also has long term borrowings and working capital facilities which the management believes are sufficient for its current requirements. Accordingly, no liquidity risk is perceived.

Maturities of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their undiscounted contractual maturities for all non-derivative financial liabilities.

31 March 2026	Carrying amount	Contractual cash flows			Total
		Up to 1 year	From 1 to 3 years	More than 3 years	
Non-derivative financial liabilities					
Borrowings	951.25	746.21	205.04	–	951.25
Lease liabilities	1,933.27	822.75	750.98	1,385.81	2,959.54
Trade and other payables	2,853.38	2,853.38	–	–	2,853.38
Other financial liabilities	1,234.80	1,234.80	–	–	1,234.80
Total	6,972.70	5,657.14	956.02	1,385.81	7,998.97

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

31 March 2025	Carrying amount	Contractual cash flows			Total
		Up to 1 year	From 1 to 3 years	More than 3 years	
Non-derivative financial liabilities					
Borrowings	1,286.36	1,286.36	–	–	1,286.36
Lease liabilities	2,237.45	852.01	1,392.54	1,297.30	3,541.85
Trade payable	3,225.08	3,225.08	–	–	3,225.08
Other financial liabilities	726.50	726.50	–	–	726.50
Total	7,475.39	6,089.95	1,392.54	1,297.30	8,779.79

40 Capital risk management

The Group's objective when managing capital is to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for stakeholders and to maintain an optimal capital structure to reduce the cost of capital. Hence, the Group may adjust any dividend payments, return capital to shareholders or issue new shares or sell assets to reduce debt. Total capital is the equity as shown in the statement of financial position. Currently, the Group primarily monitors its capital structure on the basis of the following gearing ratio. Management is continuously reviewing its strategies to optimize the returns and reduce the risks. It includes plans to optimize the financial leverage of the Group.

The capital for the reporting year under review is summarized as follows:

	31 March 2026	31 March 2025
Total borrowings and Lease liabilities (note 19 and note 20)	2,884.52	3,523.81
Less: Cash and cash equivalents (note 16(i))	(819.14)	(911.19)
Less: Other bank balances (note 16 (ii)), Deposits and interest accrued classified under Other financial assets (note 10) and Investments in mutual funds (note 9)	(1,905.65)	(4,218.67)
Net debt (A)	159.73	(1,606.05)
Total equity (B)	24,836.88	21,283.54
Net debt to equity ratio (A)/(B) *	0.01	0.00

* Net debt to equity ratio has been restricted to zero.

41. Related party disclosures

(a) Names of the related parties and nature of relationship

Names of related parties	Nature of relationship
Sai Life Sciences Inc, USA	Subsidiary Company
Sai Life Sciences GMBH, Germany	Subsidiary Company
Sai Life Pharma Private Limited	Subsidiary Company
TPG Asia VII SF Pte Ltd (upto 18 december 2024)	Entity having significant influence on the Company
Sai Quest Syn Private Limited	Entities in which KMP have control or have significant influence
Dr. K Ranga Raju	
Krishnam Raju	
Sivaramakrishnan Chittor (whole-time director w.e.f 28 April 2025)	Key management personnel ("KMP")
Runa Karan	
Dr. Raju A Penmasta (upto 06 June 2024)	
Puneet Bhatia (upto 07 June 2024)	Director
Mitesh Daga (upto 10 March 2025)	
Rajagopal S. Tatta (upto 25 March 2025)	
Manjusha Ambadas Joshi (upto 06 June 2024)	
Ramesh Ganesh Iyer (w.e.f. 21 May 2024)	Independent Director
Suchita Sharma (w.e.f. 10 June 2024)	
Dr. Dinesh V Patel (w.e.f. 24 March 2025)	
Sudha Kanumuri (w.e.f 23 July 2025)	
Akhil Kanumuri (w.e.f 23 July 2025)	Relative of KMP

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(b) Transactions with related parties

	For the year ended 31 March 2026	For the year ended 31 March 2025
Transactions with independent directors	14.41	16.74
Commission	10.51	9.75
Sitting fees	3.85	5.31
Reimbursement of expenses	0.05	1.68
Transactions with KMP - Short-term employee benefits *	201.50	122.17
Dr. K Ranga Raju	31.56	29.12
Krishnam Raju	130.77	62.04
Sivaramakrishnan Chittor	35.05	25.09
Runa Karan	4.12	5.92
Transactions with KMP - Share-based payments #	159.88	79.75
Sivaramakrishnan Chittor	158.14	79.75
Runa Karan	1.74	—
Transactions with Relative to KMP	2.67	—
Sudha Kanumuri	1.67	—
Akhil Kanumuri	1.00	—

* KMP are covered by the Group's Medilaim insurance policy and are eligible for gratuity and leave encashment along with other employees of the Group. The proportionate premium paid towards this policy and provision made for gratuity and leave encashment pertaining to the KMP has not been included in the aforementioned disclosures as these are not determinable on an individual basis.

Share based compensation expense allocable to key management personnel is ₹. 1.25 (31 March 2025 : ₹. 3.03), which is not included in the remuneration disclosed above.

Represents the perquisite value of stock options exercised during the year and does not include the fair value of options granted (vested / unvested) but not exercised as on 31 March 2026 and 31 March 2025.

(d) Transaction with related parties

In accordance with the applicable provisions of the Income Tax Act, 1961, the Group is required to use certain specified methods in assessing that the transactions with the related parties, are carried at an arm's length price and is also required to maintain prescribed information and documents to support such assessment. The appropriate method to be adopted will depend on the nature of transactions / class of transactions, class of associated persons, functions performed and other factors as prescribed. Based on certain internal analysis carried out, management believes that transactions entered into with the related parties were carried out at arms length prices. The Group is in the process of updating the transfer pricing documentation for the financial year ended 31 March 2026. In opinion of the management, the same would not have an impact on these financial statements.

42. Segment reporting

The management has assessed the identification of reportable segments in accordance with the requirements of Ind AS 108 'Operating Segment' and believes that the Group has only one reportable segment namely "Contract research and manufacturing". Geography-wise details of the Group's revenues from external customers and its non-current assets (other than financial instruments, investments accounted for using the equity method, deferred tax assets and post-employment benefit assets) and revenue from major customers are given below:

	For the year ended 31 March 2026	For the year ended 31 March 2025
(i) Revenue from External customers		
India	123.86	210.31
Outside India	21,244.40	16,393.61
(ii) Non-Current Assets (Other than financial instruments)		
India	20,416.36	15,413.75
Outside India	992.60	928.71

(iii) Major Customer

The Group has one customer (31 March 2025 two customers) who contributed more than 10% of the Group's total revenue during the year. The revenue recognised from such customer during the years is ₹. 2674.75 (31 March 2025: ₹. 3,638.84).

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

43. Contingent liabilities and commitments

	As at 31 March 2026	As at 31 March 2025
(a) Commitments		
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	3,536.43	1,028.40
(b) Contingent liabilities		
Claims arising from disputes not acknowledged as debts in respect of:		
Excise duty liabilities - refer note (c) (i) below	7.25	7.25
Service tax liabilities - refer note (c) (ii) below	12.36	12.36
Provident Fund Damages relating to PF contribution of international workers - refer note (c) (iii) below	21.89	21.89
Income tax liabilities - refer note (c) (iv), (v) & (xii) below	72.38	27.01
GST liabilities - refer note (c) (vi) (vii) (viii) & (ix) below	859.16	467.81
VAT liabilities - refer note (c) (x) below	-	44.73
Customs - refer note (c) (xi) below	0.06	0.06
	973.10	581.11

(c) Notes on Contingent liabilities

- (i) The Group has received an Order from the Commissioner (Appeals), Hyderabad for a demand of ₹. 7.25 for the period November 2007 to March 2012 on the ground that the Group has not complied with the conditions of Notification No 23/2003 – CE dated 31 March 2003. As per the said notification, an Export Oriented Unit (EOU) can clear the goods into Domestic Tariff Area (DTA) on payment of excise duty at a concessional rate upto 50% of the Free on Board (FOB) value of the exports subject to the condition that the said exported goods are similar to that of goods sold into DTA. The Central Excise authorities have held that the goods sold in DTA are different from that of the goods which are exported and accordingly, demand has been raised along with interest and penalty. The Group has filed an appeal before the Central Excise and Service Tax Appellate Tribunal ('CESTAT') and waiting for personal hearing.
- (ii) The Group has received an Order from the Commissioner (Appeals), Central Excise, Pune for a demand of ₹. 12.36 for the period July 2012 to December 2014 on the ground that the Place of Provision of Service with respect to Drug Metabolism and Pharmacokinetic (DMPK) services rendered by the Group is in India and as such, there is no export of service by the Group in view of Rule 4 of Place of Provision of Service Rules, 2012 (POPS Rules). The Group has filed an appeal before the CESTAT Pune on 27 April 2015 which is rejected. Thereafter, the Group has filed an appeal before the Honourable High Court on 09 December 2019 and Personal Hearing is attended on 27 February 2020. Appeal has been admitted by High court on 05 July 2022 and waiting for personal hearing.
- (iii) The Group had three Non resident Indians on its rolls covered under the definition of International Workers as per the Employees' Provident Funds and Miscellaneous Provisions Act, 1952. Based on the Government Order, in June 2017, the Group suo moto made a payment of provident fund along with the applicable interest rates.

However, on 25 April 2018, the Group received a notice from the Department stating that from the period 01 November 2008 to 31 March 2018, the Group had delays in deposit of Provident fund amount and accordingly, charged interest and damages under Section 14B and Section 7Q of the Employees' Provident Funds and Miscellaneous Provisions Act, 1952 to the extent of ₹. 13.15 and ₹. 21.89 for interest and damages respectively.

The Group has represented the case stating that interest payments were made appropriately. The PF authorities took such interest payment on record and gave a corrigendum stating the same.

The Group is still contesting the damages payment of ₹. 21.89. The Group addressed a letter dated 22 October 2020 to the Regional Provident Fund Commissioner, requesting it to refrain from taking any such coercive action against the Group and reserved its right to exercise its rights and remedies under law. However, since no presiding officer had been appointed for hearing matters before the Central Government Industrial Tribunal ("CGIT") at that time, the Group filed the present writ petition bearing Writ Petition No. 19867 of 2020 against the RPFC for the setting aside of the Impugned Order as being arbitrary, illegal and violative of Article 14 of the Constitution of India. The matter was listed on 19 November 2020, wherein, the High Court passed an interim order granting a stay on the Impugned Order. However, as on date, there is no further order with regard to the said damages. Apart from the proceedings before the High Court of Telangana, an appeal was also filed by the Group challenging the Impugned Order before the CGIT under Section 7-I of the EPF Act. The matter was listed for admission on 26 April 2021. The CGIT, vide, an order passed on 26 April 2021, observed that the present appeal was admitted subject to the final order passed by the High Court of Telangana. The said order held that the application for stay as filed by the Group would be considered upon obtaining such a final order.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

(iv) The Group has received an Order dated 25 March 2025 from the Income tax authorities relating to assessment year 2019-20 for an amount of ₹. 8.74, treating the Group as 'Assessee in default' due to non-deduction of TDS on remittances made to certain vendor outside of India. The Group filed an appeal before the CIT (A) on 23 Apr 25 and waiting for personal hearing.

(v) The Group has received an Order from the Assessment Unit, Income Tax Department for a demand of ₹. 18.27 for the assessment year 2022-23 disallowing the 'Repairs and Maintenance' expenditure as revenue expenditure but allowed Depreciation @ 15% on such expenditure by treating it as 'capital expenditure'. The Group has filed an appeal before the Commissioner of Income Tax (Appeals) and waiting for personal hearing.

The Group has filed Stay petition and obtained Stay Order for an amount of ₹. 0.2 in the month of Feb-26, however remaining amount has been adjusted by the Authorities with the outstanding refunds due to the Group.

(vi) The Group has received an Order from the Deputy Commissioner of State Tax, Pune for a demand of ₹. 4.22 for the period July 2017 on the ground that the transitional input tax credit carried forward into GST by the Group is incorrect and accordingly, demand has been raised along with interest and penalty. The Group has filed an appeal before the Deputy Commissioner of State Tax (Appeals), Pune.

The Group has discharged the remaining tax liability of ₹. 1.98 and the applicable interest liability of ₹. 1.09 in the month of Feb-26 and requested the Authorities to waive the remaining interest liability and full penalty. The Group is waiting for the final Order.

(vii) The Group has received Orders from the Deputy Commissioner of Commercial Taxes (Enforcement), Kalaburagi for a demand of ₹. 366.84 for the period July 2017 to March 2022 on the ground that 'Marketing support' services received from M/s. Sai Life Sciences Inc., USA are liable to GST under Reverse Charge mechanism. The Group has filed an appeal before the Joint Commissioner of Commercial Taxes (Appeals), Gulbarga and all appeals were dismissed in the month of Nov-25. The Group is in process of filing an appeal before the GSTAT.

(viii) The Group has received an order from the Joint Commissioner, Malkajgiri Division, Telangana for the financial year 2018-19 disallowing the input tax credit from cancelled tax payers for an amount of ₹. 4.97 including interest and penalties. The Group has filed an appeal before the Joint Commissioner of State Tax (Appeals), Telangana and waiting for personal hearing.

The Group has received an order from the Joint Commissioner, Malkajgiri Division, Telangana for the financial year 2019-20 disallowing the input tax credit from cancelled tax payers for an amount of ₹. 0.43 including interest and penalties. The Group has filed an appeal before the Joint Commissioner of State Tax (Appeals), Telangana and waiting for personal hearing.

(ix) The Group has received an order from the Deputy Commissioner, Kalaburagi, Karnataka for the financial year 2019-20 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹. 2.89 including interest and penalties. The Group has filed an appeal before the Joint Commissioner of Commercial Taxes (Appeals), Gulbarga and waiting for personal hearing.

The Group has received an order from the Deputy Commissioner, Kalaburagi, Karnataka for the financial year 2020-21 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹. 87.88 including interest and penalties. The Group has filed an appeal before the Appellate Authority and the appeals were dismissed in Dec-25. The Group is in process of filing an appeal before the GSTAT.

The Group has received an order from the Deputy Commissioner of Commercial Taxes (Audit), Bidar, Karnataka for the financial year 2021-22 disallowing the input tax credit on invoices not appearing in Form GSTR-2A for an amount of ₹ 328.57 including interest and penalties. The Group has filed an appeal before the Appellate Authority in Mar-26 and waiting for personal hearing.

The Group has received an order from the Additional Commissioner Hyderabad for the financial years 2018-19 to 2021-22 levying the penalty for an amount of ₹ 49.34 for incorrect distribution of input tax credit through the Group's ISD registration in the month of Dec-25. The Group has filed an appeal before the Appellate Authority in the month of Mar-26 and waiting for personal hearing.

The Group has received an order from the Assistant Commissioner Pune for the financial years 2018-19 to 2021-22 disallowing the input tax credit on invoices for which the tax credits have been incorrectly distributed through the Group's ISD registration for an amount of ₹ 14.03 including penalties. The Group has filed a rectification Order for the errors apparent on record in the month of Feb-26 and waiting for the revised Order.

(x) The Group has received Orders under Maharashtra Value Added Tax ('MVAT') Act, 2002 and Central Sales Tax ('CST') Act, 1956 from the Joint Commissioner of State Tax, Pune for a demand of ₹ 44.73 for the period April 2009 to March 2014 regarding the eligibility of refund

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of Input Tax Credit ('ITC') under MVAT Act. The tax authorities have raised objection that the subject activity of transfer of deliverables (technical know-how) by the Group to the Customer is a service and not sale of goods. However, the Group believes that transfer of deliverables to the Customer is sale of goods and the Group is eligible for refund of unutilized ITC. Accordingly, the Group has filed an appeal before the Maharashtra Sales Tax Tribunal (MSTT) and waiting for personal hearing.

The Group has created a provision for an amount of ₹. 69.75 in the book of accounts as at 31 March 2026 including the interest liabilities.

- (xi) The Group has received an Order from the Assistant Commissioner of Customs, Mumbai for a demand of ₹. 0.06 for the period January 2019 to August 2019 regarding short discharge of customs duties owing to wrong classification of goods. The Group has filed a reply clarifying the error in the Order and further, filed an appeal before the Commissioner of Customs (Appeals), Mumbai. The Group is waiting for personal hearing.
- (xii) The Group has received an Order dated 18 March 2026 from the Income tax authorities relating to assessment year 2020-21 for an amount of ₹. 45.36, treating the Group as 'Assessee in default' due to non-deduction of TDS on remittances made to certain vendor outside of India. The Group is in process of filing an appeal before the CIT (A).
- (xiii) The Group is subject to various legal proceedings and claims, which have arisen in the ordinary course of business including litigation pending before various tax authorities, including those mentioned in above points. The uncertainties and possible refunds are dependent on the outcome of different legal processes, which have been invoked by the claimants or the Group, as the case may be and therefore cannot be accurately predicted. The Group engages reputed professional advisors to protect its interest and has been advised that it has strong legal positions against such disputes. Management believes that it has a reasonable case in its defence of the proceedings and accordingly no impact has been considered in the financial statements.

44. Other statutory disclosures

- i) The Group does not have any Benami property, where any proceeding has been initiated or pending against the Group for holding any Benami property.
- ii) The Group does not have any transactions with companies struck off.
- iii) The Group does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period.
- iv) The Group has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- v) The Group has not been declared wilful defaulter by any bank or financial institution or government or any government authority.
- vi) The Group has not advanced or loaned or invested funds to any other person(s) or entity(ies), including foreign entities (Intermediaries) with the understanding that the Intermediary shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Group (Ultimate Beneficiaries) or
 - (b) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.
- vii) The Group has not received any fund from any person(s) or entity(ies), including foreign entities (Funding Party) with the understanding (whether recorded in writing or otherwise) that the Group shall:
 - (a) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - (b) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries
- viii) The Group does not have any such transaction which is not recorded in the books of account that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 such as, search or survey or any other relevant provisions of the Income Tax Act, 1961

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

45. Micro, Small and Medium Enterprises

Disclosure in respect of the amounts payable to micro and small enterprises as at 31 March 2026 and 31 March 2025 has been made in the financial statements based on information received and available with the Group. The Group has not received any claim for interest from any supplier under the said Act.

	31 March 2026	31 March 2025
The principal amount remaining unpaid to any supplier as at the end of each accounting year*	972.19	764.43
Interest due thereon remaining unpaid to any suppliers as at the end of the accounting year	12.70	12.45
The amount of interest paid by the Group along with the amounts of the payment made to the supplier beyond the appointed day during the year	–	–
The amount of interest due and payable for the year of delay in making payment (which have been paid but beyond the appointed day during the year) but without adding the interest specified under this Act	0.25	2.51
The amount of interest accrued and remaining unpaid at the end of the year**	12.70	12.45
The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise	–	–

* Includes amounts payable to trade creditors ₹ 416.85 (31 March 2025: ₹ 461.72) and capital creditors ₹ 555.36 (31 March 2025: ₹ 302.72)

** Includes amounts payable to trade creditors ₹ 12.67 (31 March 2025: ₹ 12.45)

This information is required to be disclosed under the Micro, Small and Medium Enterprises Development Act, 2006 and has been determined to the extent such parties have been identified on the basis of information available with the Group. Auditors have placed reliance on the information provided by the management.

46 Leases

Group as a lessee : The Group has lease contracts for land, buildings, plant and equipment, vehicles and computers, with lease period varying between 1 to 51 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

Lease liabilities

Particulars	As at 31 March 2026	As at 31 March 2025
Opening balance	2,237.45	2,174.97
Additions	315.55	557.63
Deletions/Adjustments	(4.21)	15.49
Accretion of interest	232.17	248.99
Payments	(847.69)	(759.63)
Closing balance	1,933.27	2,237.45
Current	657.07	590.58
Non-current	1,276.20	1,646.87

Amount recognised in Statement of Profit and Loss

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Depreciation: Right-of-use assets	470.61	399.92
Finance cost: Interest on lease liabilities	232.17	248.98
Short term and variable lease payments (Refer note below)	25.97	21.94

Note: The Group applies the short-term lease recognition exemption to its short-term leases of certain premises taken on lease (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option).

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

Amount recognised in Statement of Cash flow

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Cash outflows for leases		
Interest portion of lease liabilities	232.17	248.99
Principal portion of lease liabilities	615.52	510.64

The table below provides details regarding the undiscounted contractual maturities of lease liabilities:

Particulars	For the year ended 31 March 2026	For the year ended 31 March 2025
Less than one year	822.75	852.01
One to five years	1,300.51	1,635.93
More than five years	836.28	1,053.91
Total	2,959.54	3,541.85

47 Additional disclosure as required under paragraph 2 of 'General Instructions for the preparation of Consolidated Financial Statements' of the Schedule III to the Act*

Name of the entity	As at 31 March 2026							
	Net Assets (i.e., total assets- total liabilities)		Share in Profit or Loss		Share in Other Comprehensive Income (OCI)		Share in Total Other Comprehensive Income	
	As % of Consolidated Net Assets	Amount	As % of Consolidated Profit or Loss	Amount	As % of Consolidated OCI	Amount	As % of Consolidated Total OCI	Amount
Parent								
Sai Life Sciences Limited	100.98%	25,079.68	97.87%	3,414.81	135.54%	(282.22)	95.48%	3,132.59
Subsidiaries								
Sai Life Sciences Inc	3.12%	775.92	-2.11%	71.00	0.00%	-	2.16%	71.00
Sai Life Pharma Private Limited	0.47%	116.10	0.01%	0.29	-1.00%	2.08	0.07%	2.37
Sai Life Sciences GMBH	-0.05%	(12.13)	0.08%	2.84	0.00%	-	0.09%	2.84
Total	104.52%	25,959.57	100.00%	3,488.94	134.54%	(280.14)	97.80%	3,208.80
Consolidation adjustments	-4.52%	(1,122.69)	0.00%	0.16	-34.54%	71.92	2.20%	72.08
Net amount	100.00%	24,836.88	100.00%	3,489.10	100.00%	(208.22)	100.00%	3,280.88

Name of the entity	As at 31 March 2025							
	Net Assets (i.e., total assets- total liabilities)		Share in Profit or Loss		Share in Other Comprehensive Income (OCI)		Share in Total Other Comprehensive Income	
	As % of Consolidated net assets	Amount	As % of Consolidated profit or loss	Amount	As % of Consolidated OCI	Amount	As % of Consolidated Total OCI	Amount
Parent								
Sai Life Sciences Limited	101.84%	21,674.64	101.96%	1,734.62	76.96%	9.15	101.78%	1,743.77
Subsidiaries								
Sai Life Sciences Inc	2.96%	630.40	-2.10%	(35.76)	0.00%	-	-2.09%	(35.76)
Sai Life Pharma Private Limited	0.53%	113.73	0.03%	0.32	0.00%	-	0.02%	0.32
Sai Life Sciences GMBH	-0.06%	(12.55)	0.12%	2.02	0.00%	-	0.39%	2.02
Total	105.27%	22,406.22	99.99%	1,701.20	76.96%	9.15	99.83%	1,710.35
Consolidation adjustments	-5.27%	(1,122.68)	0.01%	0.12	23.04%	2.74	0.17%	2.86
Net amount	100.00%	21,283.54	100.00%	1,701.32	100.00%	11.89	100.00%	1,713.21

The above disclosure represents separate information for the consolidated entity before elimination of inter-company transactions. The net impacts on elimination of inter-company transactions/profits/consolidation adjustments have been disclosed separately. Based on the group structure, the management is of the view that the above disclosure is appropriate under requirements of the Act.

Notes to the Consolidated Financial Statements for the year ended 31 March 2026

(All amounts in Indian Rupees millions, except share data and where otherwise stated)

48 The Board of directors recommended following in its meeting held as on 10 June 2024. :

- (i) To split equity share of face value of ₹ 10 each into 10 equity shares of face value of ₹ 1 each. Accordingly, the issued, subscribed and paid-up capital of our Company was subdivided from 1,76,63,034 equity shares of face value of ₹ 10 each to 17,66,30,340 equity shares of face value of ₹ 1 each. The impact of split share is retrospectively considered in the computation of EPS as per the requirement of Ind AS - 33 Earnings per share.
- (ii) Increase in authorized share capital from ₹ 214 consisting of 21,400,000 Equity Shares of ₹ 10/- each to ₹ 250 consisting of 250,000,000 Equity Shares of ₹ 1 each.

The shareholders of the Company approved above recommendation in its Extra Ordinarily General Meeting, dated 11 June 2024.

- 49 During the previous year ended 31 March 2025, the Company has completed its Initial Public Offer of equity shares of face value of ₹. 1 each at a issue price of ₹. 549 per share (including premium of ₹. 548 per share) comprising of Offer for Sale of 38,116,934 equity shares by selling shareholders aggregating to ₹. 20,926.20 and fresh issue of 17,304,189 equity shares aggregating to ₹. 9,500.00. The equity shares of the Company got listed on National Stock Exchange of India limited and Bombay Stock Exchange on 18 December 2024.

The total offer expenses are estimated to be ₹. 1,284.81 (inclusive of taxes) which are proportionately allocated between the selling shareholders and the Company in the ratio of equity shares sold by the selling shareholders and issued by the Company. The utilisation of IPO proceeds of ₹. 9,098.84 (net of provisional IPO expenses of ₹. 401.16) is summarized below:

Objects of the offer as per Prospectus	Amount to be Utilised	Utilisation	Unutilised as at 31 March 2026
Repayment / prepayment, in full or part of all or certain outstanding borrowings availed by our company	7,200.00	7,200.00	—
General corporate purposes	1,898.84	1,898.84	—
Total	9,098.84	9,098.84	—

50. Subsequent to the year end, the Group has been served notice in a Public Interest Litigation filed before the Hon'ble High Court of Karnataka relating to environmental matters in the Kolhar Industrial Area, Bidar, wherein the Parent has been named as one of the respondents. The matter is currently at a preliminary stage and no adverse orders have been passed as at the date of approval of these financial statements. Based on its assessment and considering existing regulatory approvals, management believes that the matter is not expected to have a material impact on the financial position of the Group or its ability to continue as a going concern.

51. Approval of financial statements

The Consolidated financial statements were approved by the Board of Directors on 14 May 2026.

For and on behalf of the Board of Directors of

Sai Life Sciences Limited

CIN: L24110TG1999PLC030970

K.Ranga Raju

Chairman

DIN No: 00043186

Place: Hyderabad

Sivaramakrishnan Chittor

Director & Chief Financial Officer

DIN No: 01092158

Place: Hyderabad

Date : 14 May 2026

Krishnam Raju

Managing Director

DIN No: 00064614

Place: USA

Runa Karan

Company Secretary

Membership No.: A13721

Place: Hyderabad

Glossary of Abbreviations

Abbreviation	Full Form
AAALAC	Association for Assessment and Accreditation of Laboratory Animal Care
ABAC	Anti-Bribery and Anti-Corruption (Policy)
ACS GCI	American Chemical Society Green Chemistry Institute
ADC	Antibody-Drug Conjugate
AGM	Annual General Meeting
AI	Artificial Intelligence
AP	Andhra Pradesh (Indian state)
API	Active Pharmaceutical Ingredient
AS	Accounting Standard(s)
ATCS	Automatic Tube Cleaning System
BOD	Biochemical Oxygen Demand
BRF	Biodiversity Risk Filter (WWF tool)
BRSR	Business Responsibility and Sustainability Report(ing)
BS	Balance Sheet (as in exchange-rate reference "1 USD = INR 94.84 (BS)")
BSE	Bombay Stock Exchange (BSE Limited)
CADD	Computer-Aided Drug Design
CAGR	Compound Annual Growth Rate
CAPA	Corrective and Preventive Action
CAPEX	Capital Expenditure
CARO	Companies (Auditor's Report) Order
CCSEA	Committee for the Control and Supervision of Experiments on Animals
CDMO	Contract Development and Manufacturing Organization
CDP	Carbon Disclosure Project
CDSCO	Central Drugs Standard Control Organisation
CDSL	Central Depository Services (India) Limited
CEO	Chief Executive Officer
CESTAT	Central Excise and Service Tax Appellate Tribunal
CFO	Chief Financial Officer
CGIT	Central Government Industrial Tribunal
cGMP	Current Good Manufacturing Practice
CH ₄	Methane
CHP	Combined Heat and Power
CII	Confederation of Indian Industry
CIN	Corporate Identity / Identification Number
CIT(A)	Commissioner of Income Tax (Appeals)
CMC	Chemistry, Manufacturing and Controls
CMD	Circular reference code used by SEBI (e.g., "HO/CFD/CMD")
CO ₂ / CO ₂ e	Carbon Dioxide / Carbon Dioxide equivalent
COD	Chemical Oxygen Demand
CRDMO	Contract Research, Development and Manufacturing Organization
CRIMS	Company's digital waste-tracking system (full form not spelled out in the report)
CRO	Contract Research Organization
CSR	Corporate Social Responsibility
CST	Central Sales Tax
CWIP	Capital Work-in-Progress
CY	Calendar Year
DEI	Diversity, Equity and Inclusion
DIN	Director Identification Number
DMA	Double Materiality Assessment
DMPK	Drug Metabolism and Pharmacokinetics
D&O	Directors and Officers (liability insurance)
DP	Depository Participant
DS	Drug Substance (used in plot/block codes, e.g. "DS-7")
DTA	Domestic Tariff Area
DTA	Deferred Tax Asset (financial-statement / accounting usage)
EBIT	Earnings Before Interest and Tax
EBITDA	Earnings Before Interest, Tax, Depreciation and Amortization
ECL	Expected Credit Loss

Abbreviation	Full Form
EGM	Extraordinary General Meeting
EIR	Effective Interest Rate
EMA	European Medicines Agency
EOU	Export Oriented Unit
EPES	Earnings Per Equity Share
EPF	Employees' Provident Fund
EPR	Extended Producer Responsibility
EPS	Earnings Per Share
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
ESI / ESIC	Employees' State Insurance / Employees' State Insurance Corporation
ESOP	Employee Stock Option Plan/Scheme
ETP	Effluent Treatment Plant
EU	European Union
EUR	Euro
EVSNI	Electronic Voting Sequence Number
EWAP	Employee (Wellness/Welfare) Assistance Program
FDA / USFDA	(United States) Food and Drug Administration
FTE	Full-Time Equivalent
FVOCI / FVTOCI	Fair Value through Other Comprehensive Income
FVTPL	Fair Value through Profit or Loss
FY	Financial Year
GBP	British Pound Sterling
GDP	Gross Domestic Product
GEMBA	(Japanese: "the real place") — walkthrough/observation-based safety practice
GHG	Greenhouse Gas
GHS	Globally Harmonised System (of Classification and Labelling of Chemicals)
GJ	Gigajoule
GLP	Good Laboratory Practice
GmbH	Gesellschaft mit beschränkter Haftung (German private limited company)
GMP	Good Manufacturing Practice
GRI	Global Reporting Initiative
GST	Goods and Services Tax
GSTAT	Goods and Services Tax Appellate Tribunal
GSTR-2A	GST auto-populated purchase return statement
H1 / H2	Half-Year 1 / Half-Year 2
HAP	Hazardous Air Pollutant(s)
HAZOP	Hazard and Operability (Study)
HC-BP	SASB Industry Code — Health Care / Biotechnology & Pharmaceuticals
HDPE	High-Density Polyethylene
HES&S / HSE&S	Health, Environment, Safety and Sustainability
HFC	Hydrofluorocarbon
HPAPI	High-Potency Active Pharmaceutical Ingredient
HR	Human Resources
HRBP	Human Resources Business Partner
HRDD	Human Rights Due Diligence
HSE	Health, Safety and Environment
HTE	High-Throughput Experimentation
HVAC	Heating, Ventilation and Air Conditioning
IALM	Indian Assured Lives Mortality (actuarial mortality table used for gratuity valuation)
ICAI	Institute of Chartered Accountants of India
ICC	Internal Complaints Committee (under POSH)
ICH	International Council for Harmonisation (of Technical Requirements for Pharmaceuticals for Human Use)
ICP	Internal Carbon Pricing
ICRA	ICRA Limited (Indian credit rating agency; full form not spelled out in the report)
ICSI	Institute of Company Secretaries of India
IDD	Integrated Drug Discovery
IEC	International Electrotechnical Commission (as in ISO/IEC 27001)

Abbreviation	Full Form
IFRS	International Financial Reporting Standards (IFRS S2 — sustainability-related disclosure standard)
IIRC	International Integrated Reporting Council
IJP	Internal Job Posting
ILO	International Labour Organization
IND	Investigational New Drug
Ind AS	Indian Accounting Standards
INR	Indian Rupee
IPCC	Intergovernmental Panel on Climate Change
IPEF	Investor Education and Protection Fund
IPO	Initial Public Offering
I-REC	International Renewable Energy Certificate
ISAE	International Standard on Assurance Engagements
ISD	Input Service Distributor (GST)
ISMS	Information Security Management System
ISO	International Organization for Standardization
ISR	(Investor) Service Request / grievance reference used in SEBI circular numbering
IST	Indian Standard Time
IT	Information Technology
ITC	Input Tax Credit
IUCN	International Union for Conservation of Nature
KL	Kilolitre(s)
KLD	Kilolitres per Day
KMP	Key Managerial Personnel
KPI	Key Performance Indicator(s)
KPRISM	KFinTech's mobile application for e-voting/shareholder services
KWh	Kilowatt-hour
KYC	Know Your Customer
LCA	Life Cycle Assessment
L&D	Learning and Development
LEAP	Sai LEAP — internal leadership development program (full form not spelled out in the report)
LLC	Limited Liability Company
LLP	Limited Liability Partnership
LODR	(SEBI) Listing Obligations and Disclosure Requirements Regulations
LTIFR	Lost Time Injury Frequency Rate
LTISR	Lost Time Injury Severity Rate
MBA	Master of Business Administration
MCA	Ministry of Corporate Affairs
MD&A	Management Discussion and Analysis
MD & CEO	Managing Director and Chief Executive Officer
MES	Management Employee Stock Option Scheme (ESOP-scheme usage)
MES	Manufacturing Execution System (IT / manufacturing-systems usage)
MES 2018	Management ESOP Scheme – 2018
MESOP	Management Employee Stock Option Plan
MGT-7	Annual Return form (under the Companies Act)
MIRSD	Market Intermediaries Regulation and Supervision Department (SEBI)
MOSPI	Ministry of Statistics and Programme Implementation
MSME	Micro, Small and Medium Enterprises
MT	Metric Tonne(s)
MVAT	Maharashtra Value Added Tax
MWh	Megawatt-hour
NA / N.A.	Not Applicable
NAV	Net Asset Value
NF ₃	Nitrogen Trifluoride
NGO	Non-Governmental Organization
NGRBC	National Guidelines on Responsible Business Conduct
NIC	National Industrial Classification (Code)
N ₂ O	Nitrous Oxide
NRC	Nomination and Remuneration Committee

Abbreviation	Full Form
NSDL	National Securities Depository Limited
NSE	National Stock Exchange of India Limited
OAVM	Other Audio-Visual Means
OCI	Other Comprehensive Income
ODR	Online Dispute Resolution
ODS	Ozone Depleting Substances
OECD	Organisation for Economic Co-operation and Development
OHS	Occupational Health and Safety
OHSMS	Occupational Health and Safety Management System
OTP	One-Time Password
PAN	Permanent Account Number
PAT	Profit After Tax
PCF	Product Carbon Footprint
PCS	Practicing Company Secretary
PF	Provident Fund
PFC	Perfluorocarbon
PIT	Prohibition of Insider Trading (SEBI Regulations)
P&L	Profit and Loss (as in exchange-rate reference "1 Euro = INR 102.57 (P&L)")
PLC	Public Limited Company (as used in CIN, e.g. "...PLC030970")
PM	Particulate Matter
PMDA	Pharmaceuticals and Medical Devices Agency (Japan)
PMS	Performance Management System
POP	Persistent Organic Pollutant(s)
POPS	Provision of Service Rules, 2012 ("POPS Rules")
POSH	Prevention of Sexual Harassment (Act, 2013)
PPA	Power Purchase Agreement
PPE	Property, Plant and Equipment
PPE	Personal Protective Equipment (EHS / workplace safety usage)
PPP	Purchasing Power Parity
PSCI	Pharmaceutical Supply Chain Initiative
Pte. Ltd	Private Limited (Singapore-registered entity)
PY	Previous Year
Q1-Q4	Calendar/Financial Quarters (elsewhere in the BRSR tables, "Q" numbers are sequential question references, not fixed abbreviations)
QR	Quick Response (code)
RBI	Reserve Bank of India
RCP	Representative Concentration Pathways
R&D	Research and Development
RM	Raw Material
RO	Reverse Osmosis
ROC	Registrar of Companies
ROCE	Return on Capital Employed
ROE	Return on Equity
ROU	Right-of-Use (asset)
RPFC	Regional Provident Fund Commissioner
R&R	Rehabilitation and Resettlement
RTA	Registrar and Transfer Agent
SA8000	Social Accountability 8000 (workplace/labour standard)
SASB	Sustainability Accounting Standards Board
SBEB	Share Based Employee Benefits (SEBI Regulations)
SBI	State Bank of India
SBTi	Science Based Targets initiative
SCADA	Supervisory Control and Data Acquisition
SCRA	Securities Contracts (Regulation) Act, 1956
SDD	Structured Digital Database
SDG	Sustainable Development Goal(s)
SEBI	Securities and Exchange Board of India
SESOS 2008	Sai Employee Stock Option Scheme – 2008
SF ₆	Sulphur Hexafluoride
SIA	Social Impact Assessment(s)
SRS	Solvent Recovery System
SS	Secretarial Standards

Abbreviation	Full Form
SSP	Shared Socioeconomic Pathways
STEM	Science, Technology, Engineering and Mathematics
TA	Talent Acquisition
TCFD	Task Force on Climate-related Financial Disclosures
tCO ₂ e	Tonnes of Carbon Dioxide Equivalent
TDS	Tax Deducted at Source (financial usage — tax context)
TDS	Total Dissolved Solids (environmental usage — water quality context)
T-IDEA	Telangana Industrial Development and Entrepreneur Advancement (scheme)
TNFD	Taskforce on Nature-related Financial Disclosures
TPD	Targeted protein degradation
TS	Telangana State
TSS	Total Suspended Solids
TUV India	TÜV India Private Limited (independent assurance provider)
UDHR	Universal Declaration of Human Rights
UDIN	Unique Document Identification Number
UK	United Kingdom
UN	United Nations
UNGC	United Nations Global Compact
USD / US\$	United States Dollar
USFDA	United States Food and Drug Administration
US / USA	United States / United States of America
VAT	Value Added Tax
VC	Video Conferencing
VOC	Volatile Organic Compound(s)
WWF	World Wide Fund for Nature
ZLD	Zero Liquid Discharge



Independent Reasonable and Limited Assurance Statement

To the Directors and Management,
Sai Life Sciences Limited,
L4-01 & 02, SLN Terminus, Gachibowli,
Hyderabad – 500032, Telangana, India.

Sai Life Sciences Limited ("SLSL") engaged TUV India Private Limited ("TUVI") to perform an independent external assurance of its Business Responsibility and Sustainability Report ("BRSR") Core disclosures and selected non-Core BRSR disclosures. SLSL has prepared a BRSR for the period 01/04/2025 to 31/03/2026. The BRSR includes the nine BRSR Core attributes as prescribed under Annexure I of the SEBI BRSR Core framework. In addition, the assurance covers selected non-Core BRSR disclosures, comprising specified Section A – General Disclosures and Section C – Principle-wise Performance (Essential and Leadership) Indicators, as listed in the tables below. TUVI confirms that, prior to acceptance of the engagement, the preconditions for the assurance engagement were assessed in accordance with ISAE 3000 (Revised). TUVI determined that the subject matter is supported by suitable criteria (SEBI BRSR Core framework and GHG Protocol), management has acknowledged its responsibility for the preparation and presentation of the sustainability information and for providing access to relevant records, and that sufficient appropriate evidence was expected to be available to support the assurance conclusion. Accordingly, the engagement was accepted and performed in accordance with ISAE 3000 (Revised). The assurance process was conducted with reference to the following applicable frameworks and guidelines:

- i. The Master Circular for compliance with the provisions of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 by listed entities, HO/49/14/14(7)/2025 CF-I POJ2/1/3762/2026, dated 30/01/2026, which consolidates the operative BRSR and other LODR reporting requirements;
- ii. Regulation 34(2)(f) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, requiring disclosure of the Business Responsibility and Sustainability Report (BRSR);
- iii. The Industry Standards on Reporting of BRSR Core, as per SEBI circular SEBI/HO/CFD/CF-I (Pol) 1/P/CIR/2024/177, dated 20/12/2024;
- iv. SEBI circular SEBI/HO/CFD/CF-I (Pol) 2/P/CIR/2021/562, dated 10/05/2021;
- v. The SEBI notification SEBI/1 AD NRO/GN/2023/131, dated 14/06/2023, related to BRSR reporting requirements;
- vi. The BRSR Core Framework for Assurance and ESG Disclosures for the Value Chain, as stipulated by SEBI circular SEBI/HO/CFD/CF-I SEC 2/P/CIR/2023/172, dated 12/07/2023;
- vii. World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol (A Corporate Accounting and Reporting Standard). In performing the assurance, the GHG Protocol accounting principles of relevance, completeness, consistency, transparency and accuracy were considered. In verifying the GHG calculations, TUVI assessed the emission factors applied by SLSL (including national grid emission factors and internationally published factors such as IPCC and DEFRA, where applicable) against its documented calculation methodology. For this purpose, SLSL defines its organizational boundary using the operational control approach under the GHG Protocol, consolidating 100% of emissions from operations under its operational control; the boundary reconciliation is described later in this statement.

The assurance engagement comprised a reasonable assurance engagement over the BRSR Core indicators / nine attributes and a limited assurance engagement over the selected non-Core BRSR disclosures listed below, both conducted in accordance with the requirements of the International Standard on Assurance Engagements ISAE 3000 (Revised). Accordingly, reasonable assurance applies only to the BRSR Core Key Performance Indicators (the nine attributes), while limited assurance applies only to the selected non-Core BRSR disclosures listed in this statement.

Management's Responsibility

SLSL developed its sustainability information included in the Business Responsibility and Sustainability Report (BRSR) and holds full responsibility for the collection, analysis, preparation, and disclosure of the information presented in the BRSR and Integrated Report, including its availability in both web-based and printed formats. Management responsibility for the assured information is limited to the BRSR Core KPIs and the selected non-Core BRSR disclosures; the remainder of the Integrated Report does not form part of the assured subject matter.

This responsibility also extends to the maintenance and integrity of the website where the BRSR and Integrated Report are published. Management is responsible for ensuring the disclosed data is accurate, reliable, and free from material misstatements, for BRSR Core requirements referenced in this statement.

Additionally, SLSL is responsible for the archiving and reproduction of the disclosed information and for ensuring that such data is made available to relevant stakeholders and regulatory authorities upon request. SLSL is responsible for complying with applicable laws.

Scope and Boundary

The scope of this assurance engagement conducted by TUVI covered the verification of disclosures made by SLSL in its BRSR. TUVI confirms that this assurance statement forms part of SLSL's BRSR for FY 2025-26, filed with the stock exchanges per SEBI LODR Regulation 34(2)(f). Table 1 – Assurance Coverage Matrix: (1) BRSR Core / nine attributes – Reasonable Assurance per SEBI BRSR Core framework Annexure I; (2) Selected non-Core BRSR disclosures (specified Section A – General Disclosures and Section C – Principle-wise Essential and Leadership Indicators, as listed below) – Limited Assurance; (3) Value chain ESG

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disclosures — Excluded from the assurance scope. Value chain ESG disclosures are voluntary for FY 2025-26 under the SEBI BRSR Core framework and do not form part of this assurance engagement.

The assurance engagement included the following activities:

1. Review and evaluation of the nine attributes specified under Annexure I – Format of BRSR Core, as disclosed in the BRSR;
2. Assessment of the quality, clarity, and completeness of the reported information; and
3. Verification of supporting evidence on a sample basis, involving:
 - a) Reasonable assurance for the nine attributes as per the BRSR Core framework, and limited assurance for the selected non-Core BRSR disclosures listed below.

This approach ensured an assessment aligned with the principles of ISAE 3000 (Revised), providing an independent and objective evaluation of the reliability and accuracy of SLSL's ESG disclosures.

TÜV has verified the below nine attributes as per Annexure I – Format of BRSR Core disclosed in the BRSR with reference to the Industry Standards on Reporting of BRSR Core (SEBI circular dated 20/12/2024) as part of the applicable assurance criteria.

Attributes	KPI
Greenhouse Gas (GHG) Footprint (limited to Indian operation)	Total Scope 1 emissions (Break-up of the GHG into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) - GHG (CO ₂ e) Emission in MT - Direct emissions from organization's owned- or controlled sources - Monitored Total Scope 2 emissions (Break-up of the GHG (CO ₂ e) into CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , if available) - Indirect emissions from the generation of energy that is purchased from a utility provider - Monitored GHG Emission Intensity (Scope 1+2), Total Scope 1 and Scope 2 emissions (MT) / Total Revenue from Operations adjusted for PPP - Calculated GHG Emission Intensity (Scope 1+2), Total Scope 1 and Scope 2 emissions (MT) / Total Output of Product or Service - Calculated
Water footprint	Total water consumption (in kL) - Monitored and estimated Water consumption intensity - kL / Total Revenue from Operations adjusted for PPP - Calculated Water consumption intensity - kL / Total output of Product or Service - Calculated Water Discharge by destination and levels of Treatment (kL) - Monitored
Energy footprint (limited to Indian operation)	Total energy consumed (GJ) - Monitored for plants % of energy consumed from renewable sources - In % terms - Monitored Energy intensity - Joules or multiples / Rupee adjusted for PPP - Calculated Energy intensity - Joules or multiples / Product or Service - Calculated
Embracing circularity - details related to waste management by the entity (limited to Indian operation)	Plastic waste (A) - Monitored, E-waste (B) - Monitored, Bio-medical waste (C) - Monitored, Construction and demolition waste (D) - Monitored, Battery waste (E) - Monitored, Radioactive waste (F) - NA Other Hazardous waste (G) - see the list below Used Oil, Grease, Waste Oil - Monitored Other non-hazardous waste generated (H) - see the list below Organic waste: Food waste, Garden waste, STP sludge, Wood waste - Monitored; Inorganic Waste: Rubber scrap, Metal scrap, Refractory scrap, Paper & Cardboard Scrap etc. - Monitored; Total waste generated (A + B + C + D + E + F + G + H) in MT - Monitored; Waste intensity - Kg or MT / Rupee adjusted for PPP - Calculated Waste intensity - Kg or MT / Unit of Product or Service - Calculated Each category of waste generated, total waste recovered through recycling, reuse, or other recovery operations (MT) - Monitored Each category of waste generated, total waste recovered through recycling, reuse, or other recovery operations (Intensity), Kg of Waste Recycled/Recovered / Total Waste generated - Calculated For each category of waste generated, total waste disposed by nature of disposal method (MT) - Monitored For each category of waste generated, total waste disposed by nature of disposal method (Intensity) kg of Waste Recycled/Recovered / Total Waste generated - Calculated
Enhancing Employee Wellbeing and Safety	Spending on measures towards wellbeing of employees and workers - cost incurred as a % of total revenue of the company - In % terms - Monitored and Calculated Details of safety related incidents for employees and workers (including contract-workforce e.g. workers in the company's construction sites) i. Number of Permanent Disabilities - Monitored ii. Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked) - Monitored iii. Number of fatalities - Monitored
Enabling Gender Diversity in Business	Gross wages paid to female employees as % of wages paid - In % terms - Calculated Complaints on POSH 1) Total Complaints on Sexual Harassment (POSH) reported - Monitored 2) Complaints on POSH as a % of female employees / workers - Monitored 3) Complaints on POSH upheld - Monitored
Enabling Inclusive Development	Input material sourced from following sources as % of total purchases - Directly sourced from MSMEs/ small producers and from within India - In % terms - As % of total purchases by value - Monitored Job creation in smaller towns - Wages paid to persons employed in smaller towns (permanent or non-permanent / on contract) as % of total wage cost - In % terms - As % of total wage cost - Monitored
Fairness in Engaging with Customers and Suppliers	Instances involving loss / breach of data of customers as a percentage of total data breaches or cyber security events - In % terms - Monitored Number of days of accounts payable - (Accounts payable *365) / Cost of goods/services procured - Calculated
Openness of Business	Concentration of purchases & sales done with trading houses, dealers, and related parties Loans and advances & investments with related parties 1) Purchases from trading houses as % of total purchases - NA 2) Number of trading houses where purchases are made from - NA 3) Purchases from top 10 trading houses as % of total purchases from trading houses - NA Note: All Trading House indicators are Not Applicable. 1) Sales to dealers / distributors as % of total sales - Calculated 2) Number of dealers / distributors to whom sales are made - Monitored 3) Sales to top 10 dealers / distributors as % of total sales to dealers / distributors - Calculated Share of RPTs (as respective percentages) - Calculated Purchases, Sales, Loans & advances, Investments - Calculated

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In addition to the nine BRSR Core attributes above, TUVI performed a limited assurance engagement, in accordance with ISAE 3000 (Revised), over the following selected non-Core BRSR disclosures – the Section A General Disclosures and the Section C principle-wise Essential and Leadership Indicators set out in the tables below. Indicators reported by SLSL as 'Not applicable' are not included in the tables below.

Section A – General Disclosures:

General Disclosure (Section A)	Particulars
20 (a) & (b)	Details of employees and workers, including differently abled, disaggregated by gender and category
21	Participation / Inclusion / Representation of women (Board of Directors and Key Management Personnel)
22	Turnover rate for permanent employees and workers
25	Transparency and Disclosures Compliances – complaints and grievances received from stakeholder groups

Section C – Principle-wise Performance Disclosure:

BRSR Principle	Essential Indicators	Leadership Indicators
Principle 1: Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable	1	1
Principle 2: Businesses should provide goods and services in a manner that is sustainable and safe	–	4, 5
Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains	1(a), 1(b), 2, 5, 7, 8, 9, 13, 14	3, 5
Principle 5: Businesses should respect and promote human rights	1, 2, 6, 10	4
Principle 6: Businesses should respect and make efforts to protect and restore the environment	6	1, 2, 7
Principle 8: Businesses should promote inclusive growth and equitable development	4	6
Principle 9: Businesses should engage with and provide value to their consumers in a responsible manner	2, 3, 4	–

ISF Compliance Declaration: TUVI confirms that this assurance engagement has been conducted in compliance with the Industry Standards on Reporting of BRSR Core as specified in SEBI circular SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated 20/12/2024. The nine BRSR Core attributes (Annexure I KPIs) and the reporting format adopted in this engagement are fully aligned with the requirements of the said ISF circular.

Boundary Reconciliation: The ESG reporting boundary is consistent with the operational control approach adopted by SLSL for financial reporting purposes, covering all entities and sites over which SLSL exercises operational control. No material differences were identified between the financial reporting boundary (as per the audited consolidated financial statements for FY 2025-26) and the ESG reporting boundary applied in the BRSR. SLSL applies the operational control approach as the basis of financial consolidation, and the same operational control boundary has been applied consistently for ESG and GHG reporting under this engagement. The reconciliation was performed by comparing the operational boundary applied for ESG reporting with the entities consolidated in the audited financial statements, and no material differences were noted.

The reporting boundary includes:

Corporate office: Gachibowli, Hyderabad, India; **R&D centers:** Shameerpet, Hyderabad, India (Unit II) and Process R&D centers, Manchester, UK; **Manufacturing sites:** Bollaram, Hyderabad, India (Unit III) and Bidar, Karnataka, India (Unit IV).

On-site verifications were conducted at:

- Unit-2: Plot No. DS-4, DS-7 & DS-16, IKP Knowledge Park, Turkapally Village, Shameerpet Mandal, Medchal-Malkajgiri District-500101, Telangana, India- **17/03/2026**,
- Unit-4: 79-B, 80-A, 80-B, 81-A, 82 & 130A Kolhar Industrial Area, Bidar – 585402, Karnataka, India - **18/03/2026**,
- Unit-3: Survey No. 296/ 7/3 & 4, IDA Bollaram, Jinnaram Mandal, Sangareddy (dist)-502325, Telangana, India- **14/05/2026**,
- Corporate: L4-01 & 02, SLN Terminus, Gachibowli, Hyderabad – 500032, Telangana, India. - **13/05/2026, 14/05/2026 & 15/05/2026**

Remote verifications were conducted at:

- Manchester: Basement A, Block 33 Alderley Park Manchester Macclesfield SK10 4TG, United Kingdom-**27/03/2026**,
- Corporate: L4-01 & 02, SLN Terminus, Gachibowli, Hyderabad – 500032, Telangana, India. - **27/03/2026**,

The relationship between the reporting period and the assurance timeline is summarized below. The reporting period is FY 2025-26, while verification activities were performed after year-end, which is consistent with the sequencing of an independent assurance engagement.

Stage	Period / Date	Remarks
Reporting period	01/04/2025 – 31/03/2026	FY 2025-26 data subject to assurance
Onsite & remote verification	17/03/2026 – 15/05/2026	Site visits, remote/desk review

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Interim (Phase-I) verification procedures were conducted during March 2026 for data available up to the date of assessment, followed by Final (Phase-II) post-year-end verification procedures in May 2026 covering the complete FY2025-26 reporting period. The assurance conclusion is based on the complete FY 2025-26 information following completion of the Final (Phase-II) verification.

In addition to on-site and remote verification activities, assurance procedures included a desk review of the reported disclosures of SLSL, covering all sites within the reporting boundary.

Limitations

TUVI did not perform assurance procedures on forward-looking or prospective information disclosed in the Report, including targets, expectations, ambitions, ESG goals, or claims, and therefore expresses no conclusion on such information. No limitations were encountered in relation to the agreed scope of the assurance engagement. TUVI has relied on financial figures from the audited financial statements of SLSL, and SLSL remains solely responsible for the appropriate application, authenticity, completeness, and accuracy of such data. This assurance statement is limited to the requirements of SEBI Circular No. SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122 dated 12/07/2023 and Industry Standards on Reporting of BRSR Core under Circular No. SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177 dated 20/12/2024, and the SEBI Master Circular (Ref. No. HO/49/14/14(7)2025-CFD-POD2/I/3762/2026) dated 30/01/2026.

Inherent limitations apply: estimates, assumptions, sampling, and reliance on SLSL's internal controls mean material misstatements or omissions may not be detected. Third-party reliance on disclosed KPIs is at such parties' own risk. Value chain disclosures are excluded from scope. All limitations are consolidated in this section. Future targets, commitments and transition plans are likewise excluded from the scope of this assurance engagement. Non-financial ESG information, in particular environmental data, is subject to inherent measurement and estimation uncertainty arising from measurement techniques, sampling, emission factors and assumptions; such inherent limitations apply to the reported information and to comparisons of ESG data over time.

Our Responsibility

TUVI's responsibility in relation to this engagement is to perform a reasonable level of assurance for the nine BRSR Core attributes as per Annexure I – Format of BRSR Core and to express a conclusion based on the work performed; specifically, TUVI is responsible for planning the engagement to obtain reasonable assurance that the BRSR attributes are free from material misstatement, for forming an independent opinion based on the sampled evidence, and for reporting that opinion to the Directors of SLSL. In addition, TUVI is responsible for performing a limited level of assurance over the selected non-Core BRSR disclosures and expressing a limited assurance conclusion thereon. Our engagement did not include an assessment of the adequacy or effectiveness of Sai Life Science's strategy, its management of ESG-related issues, other than those matters mentioned in the scope of the assurance. This responsibility includes planning and performing the engagement so as to obtain sufficient appropriate evidence to support the assurance conclusions expressed.

TUVI's responsibility regarding this verification is in reference to the agreed scope of work, which includes assurance of the non-financial quantitative and qualitative information disclosed by SLSL, while SLSL is responsible for archiving the related data for a reasonable time period. TUVI verified the nine attributes and their corresponding KPIs independently, without reference to any ESG targets or goals set by SLSL, and on a sample basis, with the responsibility for the authenticity of the data lying entirely with SLSL.

TUVI referenced the financial figures from the audited financial statements of SLSL for FY 2025-26, and the denominator values used in BRSR Core intensity ratio calculations – specifically, Total Revenue from Operations adjusted for Purchasing Power Parity (PPP) – were extracted from those audited financial statements and reconciled against the figures disclosed in SLSL's Annual Report prior to use in intensity ratio verification; financial figures were not independently assured under this engagement, and SLSL remains responsible for the appropriate application and disclosure of financial data.

The primary intended users of this assurance statement are the Board of Directors and Audit Committee of SLSL, its shareholders, and applicable regulatory authorities; reliance by any other party, person, or third party – including on the disclosed KPIs – is entirely at such party's own risk, and the client may share this statement at its discretion per applicable requirements. This assurance statement does not endorse any environmental and social claims (related to the product, manufacturing process, packaging, disposal of product, etc.) or advertisements by SLSL and shall not be used to support misleading environmental or social claims, including greenwashing-related representations, and SLSL is responsible for ensuring adherence to relevant laws.

For the purposes of this engagement, a material misstatement is defined as a misstatement, individually or in aggregate, that could reasonably be expected to influence the economic decisions of users made on the basis of the BRSR Core information; TUVI applied a KPI-specific materiality approach comprising two tiers – (i) a 5% quantitative materiality threshold relative to the applicable KPI base value (e.g., total emissions, total energy, total water consumption) applied to volume-based and aggregated KPIs, supplemented by qualitative considerations including the nature and context of the disclosure and the risk of error, and (ii) a qualitative zero-tolerance threshold applied to high-risk ESG indicators (specifically fatalities, permanent disabilities, POOSH complaints upheld, instances of regulatory non-compliance or material breaches of applicable law, and customer data breaches), where any single occurrence is treated as material irrespective of its magnitude.

These two tiers together constitute the complete quantitative (5%) and qualitative materiality methodology applied throughout this engagement. The materiality basis summarised here is elaborated further, together with the sampling methodology, in the accompanying Management Report. The 5% threshold was selected based on benchmarking against common practice for non-

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financial assurance engagements, the assessed inherent risk of each KPI category, and the relative contribution of in-scope sites to the totals reported.

The following table provides the KPI-category-wise materiality thresholds applied in this engagement, elaborating the qualitative sensitivity considerations for each BRSR Core attribute:

- I. Greenhouse Gas (GHG) footprint: 5% quantitative threshold applied to absolute Scope 1, Scope 2, and GHG intensity KPIs. Qualitative review applied to confirm completeness of emission source coverage within the defined boundary and appropriateness of emission factors used.
- II. Water footprint: 5% quantitative threshold applied to total water consumption and water intensity. Where water discharge is reported as not applicable, a qualitative review of the factual and operational basis was performed to confirm appropriateness of the nil disclosure.
- III. Energy footprint: 5% quantitative threshold applied to total energy consumed, percentage of renewable energy, and energy intensity ratio. Qualitative review applied to the completeness of energy sources included and consistency of measurement methodology.
- IV. Embracing circularity (waste management): 5% quantitative threshold applied per applicable waste category (A through H), as relevant, and to total waste generated, waste recovered, and waste disposed. Qualitative zero-tolerance applied to hazardous waste regulatory compliance and completeness of Pollution Control Board returns.
- V. Enhancing employee wellbeing and safety: Qualitative zero-tolerance threshold applied to fatalities and permanent disabilities; LTIFR accuracy was subject to qualitative review for calculation consistency. 5% quantitative threshold applied to wellbeing spend as a percentage of total revenue.
- VI. Enabling gender diversity in business: 5% quantitative threshold applied to gross wages paid to females and POSH percentage calculations. Qualitative zero-tolerance applied to POSH complaints upheld.
- VII. Enabling inclusive development: 5% quantitative threshold applied to MSME sourcing percentage and wages paid to persons in smaller towns as a percentage of total wage cost.
- VIII. Fairness in engaging with customers and suppliers: Qualitative zero-tolerance applied to customer data breach disclosures. 5% quantitative threshold applied to accounts payable days calculation.
- IX. Openness of business: 5% quantitative threshold applied to concentration metrics for trading houses and dealers, and to related-party transaction percentages (purchases, sales, loans and advances, investments).

Assurance Methodology

During the assurance engagement, TÜV adopted a risk-based approach, focusing verification efforts on disclosures and issues of high material relevance to SLSL and its stakeholders. The objective was to assess the reliability and accuracy of the non-financial information disclosed, with emphasis on the robustness of data management systems, internal controls, and information flows. In summary, evidence was gathered on a risk-based sampling basis: sites, KPIs, and disclosures were selected by reference to materiality, inherent risk of misstatement, estimation uncertainty, data complexity, and the relative contribution of each site to the total ESG footprint, with locations and indicators of higher inherent risk receiving more extensive testing. As part of this approach, TÜV also performed validation of the relevant IT general controls (ITGCs) and ESG application controls over the systems used to capture, aggregate, and report the disclosures, including access controls, change management, and data-aggregation logic.

Throughout all assurance procedures, TÜV applied professional scepticism consistent with ISAE 3000 (Revised): maintaining a questioning mind, critically evaluating evidence, and remaining alert to potential misstatement. Consistent with the differing levels of assurance, the procedures performed over the nine BRSR Core attributes (reasonable assurance) were more extensive in nature, timing, and extent than those performed over the selected non-Core BRSR disclosures (limited assurance), for which the procedures were primarily analytical and enquiry-based, supplemented by sample testing. The risk assessment underlying these procedures included consideration of the risks of material misstatement of the assured information, whether due to fraud or error, and the nature, timing and extent of the procedures were designed to respond to the assessed risks in accordance with ISAE 3000 (Revised).

TÜV's assurance activities included:

1. Document and Data Review

- i. Examination of documents, datasets, and supporting evidence provided by SLSL for the nine BRSR Core attributes and the selected non-Core BRSR disclosures within the assurance scope (Section A General Disclosures and Section C principle-wise Essential and Leadership Indicators), together with related Section A and Section B disclosures reviewed for context (non-financial disclosures).
- ii. Evaluation of disclosures related to Management Approach and performance indicators.

2. Stakeholder Interviews

- i. Conducted interviews with key representatives, including data owners, process managers, and decision-makers across various departments.
- ii. Reviewed SLSL's approach to stakeholder engagement and materiality determination to validate qualitative statements included in the Integrated Annual Report.
- iii. Interviews were conducted through both onsite visits and remote assessments, as applicable.

3. Process and System Assessment

- i. Review of systems and processes for:
 - a) Implementing ESG and sustainability-related policies, as described in the BRSR; and
 - b) Collecting, managing, and reporting both quantitative data and qualitative information for the reporting period.

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- ii. Assessment of the internal controls supporting data accuracy, traceability, and consistency.

4. Substantive and Control Testing

TUVI performed walkthrough procedures to understand ESG data flows and processes, and substantive testing including document verification, recalculation, analytical review, and data traceability checks for selected KPIs and disclosures. The substantive procedures performed provided sufficient appropriate evidence in accordance with ISAE 3000 (Revised). Examples of KPI-category procedures applied: (a) GHG Emissions — recalculation of Scope 1 and Scope 2 emissions from primary fuel and energy consumption data using IPCC/GHG Protocol emission factors; reconciliation of Scope 1 fugitive emission records; (b) Energy — cross-verification of meter readings against utility bills for manufacturing plants; validation of renewable energy certificates and consumption mix; (c) Water — review of water intake records at plant level, traceability to municipal supply invoices and ground water extraction permits; etc. (d) Safety — verification of Lost Time Injury Frequency Rate (LTIFR) calculations against plant-level incident registers and HR records; (e) Waste — reconciliation of hazardous and non-hazardous waste disposal records against Pollution Control Board returns and third-party disposal manifests.

5. Sampling methodology

- i. TUVI applied a risk-based sampling methodology to select representative samples of ESG disclosures, considering materiality thresholds, risk of misstatement, data complexity, estimation uncertainty, nature and scale of operations, geographical spread of facilities, and site contribution to ESG impacts. Sample selection prioritised locations with significant operational impact and KPIs with higher inherent risk, including those relevant to BRSR Core indicators. The 5% threshold (consistent with the KPI-specific materiality approach set out in TUVI's Responsibility section) was determined based on: (i) benchmarking with standard ESG assurance practice (industry range 3%-10%); (ii) inherent risk assessment per KPI; (iii) relative site contribution to total reported values. Threshold confirmed with SLSL management prior to fieldwork.
- ii. For the volume-based BRSR Core environmental KPIs (GHG emissions, energy, water, and waste), substantive recalculation and traceability testing were performed at each in-scope site on a risk-based sample of the underlying source records, applying the more extensive procedures appropriate to reasonable assurance; for transaction-based social and governance KPIs, a minimum sample of the higher of 15% of records or 20 records per site was tested, increased for higher-risk indicators. In summary, the sampling basis integrates the assessed risk of misstatement, the materiality of each KPI, and the site-level coverage described above.

6. Reporting Framework Adherence

- i. Verified adherence to reporting requirements under:
 - a) SEBI's BRSR Core framework and Annexure I KPIs, and the Industry Standards on Reporting of BRSR Core (SEBI circular dated 20/12/2024)

Opportunities for Improvement

The following are the opportunities for improvement reported to SLSL. These align well with SLSL management's existing objectives and programs. SLSL has already identified these focus areas, and the assurance team endorses their continued implementation to advance the organization's Sustainability Goals:

- i. SLSL can further enhance its energy management practices by pursuing certification under ISO 50001 at its manufacturing plants, strengthening its approach to energy efficiency and performance optimization.
- ii. SLSL can further enhance reporting of its environmental performance by establishing an automated emissions accounting system for real-time tracking of monitoring parameters across its operations.

The assurance team endorses the continued implementation of all three improvement areas, and SLSL is encouraged to establish measurable targets and track progress annually in its Integrated Annual Report.

Conflict of Interest

TUVI identifies and manages conflicts of interest in compliance with SEBI guidelines, ensuring independence and impartiality throughout all assurance engagements. Engagement-specific declaration for SLSL FY 2025-26: (a) no consulting, advisory, data preparation, ESG strategy or implementation services were provided to SLSL by any assurance team member; (b) no financial interest that could impair independence exists; (c) all team members are free from self-interest, self-review, advocacy, familiarity, or intimidation threats.

Rotation and Tenure Policy: In line with best practice and the Industry Standards on Reporting of BRSR Core for independence, TUVI maintains a documented engagement partner rotation policy. The lead assurance practitioner for this engagement has not exceeded the maximum tenure threshold prescribed under TUVI's internal quality and independence framework, and TUVI confirms compliance with its engagement partner rotation policy. TUVI's independence and quality management procedures are reviewed periodically by the internal technical review function.



Our Conclusion

Disclosures: Based on the reasonable assurance procedures performed, the reported BRSR Core disclosures for the nine attributes are prepared, in all material respects, in accordance with the applicable BRSR reporting criteria. SLSL refers to nine attributes as per Annexure I - Format of BRSR Core.

Reasonable Assurance Conclusion (BRSR Core): Based on the procedures performed and evidence obtained, in our opinion, the BRSR Core Key Performance Indicators (KPIs) presented in SLSL's Business Responsibility and Sustainability Report (BRSR) for the period 01/04/2025 to 31/03/2026 have been prepared, in all material respects, in accordance with the applicable BRSR Core criteria, including the requirements of the SEBI BRSR Core framework and Annexure I KPIs, and fairly represent the nine attributes within the defined scope without material misstatement.

Limited Assurance Conclusion (selected non-Core BRSR disclosures): Based on the limited assurance procedures performed, nothing has come to our attention that causes us to believe that the selected non-Core BRSR disclosures listed in this statement (Section A – General Disclosures and Section C – Principle-wise Essential and Leadership Indicators) have not been prepared, in all material respects, in accordance with the applicable BRSR reporting criteria. A detailed desk review and verification of the reported data were conducted for the relevant parameters across all remaining plants, offices, and locations within the defined scope. We believe the assurance evidence obtained is sufficient and appropriate to provide a basis for our reasonable assurance and limited assurance conclusions, respectively. These conclusions apply only to the BRSR Core KPIs and the selected non-Core BRSR disclosures listed in this statement, and to no other information.

Independence and Code of Conduct: TUVI follows IESBA (International Ethics Standards Board for Accountants) Code, which adopts a threats-and-safeguards approach to independence. We recognize the importance of maintaining independence in our engagements and actively manage threats such as self-interest, self-review, advocacy, and familiarity. The assessment team was safeguarded from any type of intimidation. By adhering to these principles, we uphold the trust and confidence of our clients and stakeholders. This engagement was conducted in line with the requirements of the SEBI circular [SEBI/HO/CFD/CFD-SEC-2/P/CIR/2023/122, dated 12/07/2023](#) and Industry Standards on Reporting of BRSR Core, circular [SEBI/HO/CFD/CFD-PoD-1/P/CIR/2024/177, dated 20/12/2024](#).

Quality control: The assurance team complies with quality control standards, ensuring that the engagement partner possesses requisite expertise and the assigned team collectively has the necessary competence to perform engagements in reference with standards and regulations. Team competency is governed by TUVI's formal competency assessment framework requiring: recognized GHG and sustainability assurance qualifications, relevant sector experience, and annual CPD completion. Assessed by TUVI's Quality Management function prior to assignment. Assurance team follows the fundamental principles of integrity, objectivity, professional competence, due care, confidentiality and professional behaviour. In accordance with International Standard on Quality Management (ISQM 1), TUVI maintains a comprehensive system of quality management including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. In accordance with ISQM 1, an Engagement Quality Control Review (EQCR) was conducted by a senior reviewer independent of the engagement team, confirming appropriateness of conclusions. TUVI's system provides for consultation on contentious matters with experienced independent personnel.

Our Assurance Team and Independence

TUV India Pvt. Ltd. (TUVI) is an independent and neutral third-party assurance provider that confirms its independence, impartiality, and objectivity in accordance with ISAE 3000 (Revised), maintained through the conflict-of-interest, ethics, rotation, and quality-control safeguards set out above. The assurance team comprised qualified professionals with multidisciplinary competencies, including: (i) GHG accounting and emissions verification; (ii) ESG and sustainability reporting frameworks; (iii) social compliance and human rights due diligence; and (iv) non-financial assurance methodology in accordance with ISAE 3000 (Revised). This cross-disciplinary composition ensured that the assurance conclusions across all subject matter areas are supported by adequate technical expertise.

For and on behalf of TUV India Private Limited



Manoj Kumar Borekar
Product Head (Sustainability Services)
TUV India Private Limited



Date: 20/08/2026
Place: Mumbai, India
Project Reference No: 8124735783
Revision: 02

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Independent Assurance Statement

To,
The Board of Directors and Management,
Sai Life Sciences Limited,
L4-01 & 02, SLN Terminus, Gachibowli,
Hyderabad - 500032, Telangana, India

Sai Life Sciences Limited ("SLSL") commissioned TUV India Private Limited (TUVI) to conduct independent external assurance of non-financial ESG indicators disclosed in SLSL's Integrated Report (hereinafter 'the Report') for the period 01/04/2025 to 31/03/2026. The Integrated Report has been prepared in accordance with the GRI Standards 2021. The BRSR Core indicators have been subject to reasonable assurance in accordance with ISAE 3000 (Revised). The present engagement covers the GRI-based sustainability disclosures under AA1000AS v3 as a Type 2 engagement at a moderate level of assurance. GRI disclosures corresponding to BRSR Core indicators are covered at the reasonable assurance level, while the remaining GRI-based sustainability disclosures within the agreed scope are covered at a moderate level of assurance. The assurance engagement also considered the Global Reporting Initiative (GRI) Standards 2021, below listed applicable framework and guidelines along with the AA1000 AccountAbility Principles (2018), and SLSL's internal ESG data management procedures, applied specifically to the assurance of selected non-financial ESG disclosures and data within the specified organizational boundary. The verification activities were conducted within the reporting boundary, in March 2026 and May 2026. The subject matter of this engagement is the selected non-financial ESG disclosures prepared in accordance with the GRI Standards 2021, as listed in this statement.

The assurance process was conducted in accordance with the following applicable frameworks and guidelines:

1. *GRI Standards 2021, including GRI 1: Foundation, GRI 2: General Disclosures, GRI 3: Material Topics, and applicable Topic-specific Standards (300 and 400 series); and Management has declared in the Integrated Report that the sustainability information is prepared in accordance with the GRI Standards 2021, and this engagement has been conducted consistently with that declaration.*
2. *AA1000 AccountAbility Principles Standard (AA1000 AP 2018), the AA1000 Assurance Standard v3 (AA1000AS v3).*

Management's Responsibility

SLSL has developed the Report content and is responsible for identifying material sustainability issues relevant to its operations through its materiality determination process, and for establishing corresponding processes for performance management, data governance, and quality control. SLSL's management is accountable for the collection, analysis, preparation, and disclosure of ESG information presented in the Report, whether in web-based or printed format, including the maintenance and integrity of the company's website where such information may be presented. The Report has been prepared in accordance with the applied criteria of the GRI Standards 2021, and SLSL's management is responsible for ensuring it is free from material misstatements, whether intentional or unintentional, thereby maintaining the trust and confidence of stakeholders in the disclosed information.

Financial figures referenced within the Integrated Report were derived from SLSL's audited financial statements; however, such financial information was not subject to assurance procedures under this engagement, and SLSL remains responsible for its appropriate presentation and application within the Report. SLSL is further responsible for ensuring the archiving and reproducibility of disclosed ESG data, making it available to relevant stakeholders upon request. Any partial reproduction of this assurance statement may lead to misinterpretation of its scope, procedures, and conclusions; therefore, the assurance conclusion should be read in its entirety, together with the defined scope, methodology, limitations, and criteria described in this statement.

Scope and Boundary

The scope of this assurance engagement covered the verification of selected non-financial ESG disclosures included in SLSL's Integrated Report, prepared in accordance with the GRI Standards 2021. The disclosures selected for assurance were determined on the basis of the materiality assessment of SLSL and their relevance to key stakeholders. The organizational boundary applied in this engagement is consistent with the reporting boundary adopted in the Integrated Report. GRI disclosures not listed in this statement were outside the scope of the assurance engagement and were, at most, reviewed for context only. The assurance engagement included the following key activities:

1. **Verification of Report Content and Material Topics** Assessed the application of Report content with reference to material topics identified through SLSL's materiality determination process, and evaluated the quality, clarity, and completeness of sustainability information disclosed, consistent with the principles of the GRI Standards 2021 over the defined reporting period.
2. **Review of Governance Policies and Practices** Examined key governance-related policies and practices referenced in the Report, including but not limited to the Code of Conduct, Corporate Social Responsibility (CSR) policy, Prevention of Sexual Harassment (POSH) policy, and the Whistle Blower mechanism, along with related management approach, initiatives, and performance disclosures as per the GRI Standards.
3. **Review and Verification Against GRI Standards 2021 Requirements** Reviewed the non-financial disclosures presented

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in the Report for alignment with the applicable requirements of the GRI Standards 2021 and verified the reliability of selected disclosures related to environmental and social topics through sampling and testing of supporting data and documentation.

4. Assessment of Specified Information for Stakeholder Relevance Evaluated whether the specified ESG disclosures selected for assurance are based on SLSL's materiality determination, reflect material concerns, and are meaningful and relevant to the Report's intended stakeholders.

5. Verification of Supporting Evidence Verified supporting evidence on a sample basis for the ESG disclosures listed within the scope of this engagement.

TUVI has provided assurance over the below-mentioned GRI disclosures presented in the Report and has conducted an assurance engagement. Each GRI disclosure listed below is cross-referenced to SLSL's GRI Content Index in the Integrated Report, where the corresponding page references are provided. Disclosures marked 'R' were subject to reasonable assurance, while disclosures without a mark were subject to moderate assurance. Specific GRI requirements identified with '*' have been omitted by SLSL and are excluded from the assurance scope.

<i>GRI Standard / Topic</i>	<i>GRI Disclosure</i>
GRI 2: General Disclosures	2-1, 2-2, 2-3, 2-4, 2-5, 2-6, 2-7, 2-8, 2-9, 2-10, 2-11, 2-12, 2-13, 2-14, 2-15, 2-16, 2-17, 2-18, 2-19, 2-20, 2-21, 2-22, 2-23, 2-24, 2-25, 2-26, 2-27, 2-28, 2-29, 2-30
GRI 3: Material Topics	3-1, 3-2, 3-3
GRI 201: Economic Performance	201-1, 201-2, 201-3, 201-4
GRI 202: Market Presence	202-1
GRI 203: Indirect Economic Impacts	203-1, 203-2
GRI 204: Procurement Practices	204-1(R)
GRI 205: Anti-corruption	205-1, 205-2, 205-3
GRI 206: Anti-competitive Behavior	206-1
GRI 207: Tax	207-1, 207-2, 207-3
GRI 301: Materials	301-1, 301-2, 301-3
GRI 302: Energy	302-1(R), 302-3(R), 302-4, 302-5
GRI 303: Water and Effluents	303-1, 303-2, 303-3, 303-4(R), 303-5(R)
GRI 305: Emissions	305-1(R), 305-2(R), 305-3, 305-4(R), 305-5, 305-6, 305-7
GRI 306: Waste	306-1, 306-2, 306-3(R), 306-4(R), 306-5(R)
GRI 308: Supplier Environmental Assessment	308-1, 308-2
GRI 401: Employment	401-1*, 401-2, 401-3
GRI 402: Labor/Management Relations	402-1
GRI 403: Occupational Health and Safety	403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-8*, 403-9(R), 403-10*
GRI 404: Training and Education	404-1*, 404-2, 404-3
GRI 405: Diversity and Equal Opportunity	405-1, 405-2
GRI 406: Non-discrimination	406-1
GRI 407: Freedom of Association and Collective Bargaining	407-1
GRI 408: Child Labor	408-1
GRI 409: Forced or Compulsory Labor	409-1
GRI 410: Security Practices	410-1
GRI 413: Local Communities	413-1*, 413-2*
GRI 414: Supplier Social Assessment	414-1, 414-2

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GRI Standard / Topic	GRI Disclosure
GRI 415: Public Policy	415-1
GRI 416: Customer Health and Safety	416-1, 416-2
GRI 417: Marketing and Labeling	417-1, 417-2, 417-3
GRI 418: Customer Privacy	418-1(R)

*The requirements under 401-1-a and 401-1-b (breakdowns by age group and by region), 403-8-a, 403-8-b (numbers and percentages), 403-10-a, 403-10-b, 404-1-a (breakdown by gender and by employee category), 413-1-a (percentage of operations), 413-2-a, have been omitted by the reporting company (SLSL) and are excluded from the assurance scope.

Note on Omissions: Where the Company has omitted disclosures for material topics, the reasons for omission are stated in the GRI content index in accordance with GRI 1: Foundation 2021. Our procedures included evaluating whether these reasons are permitted under the GRI Standards and accompanied by the required explanations. The omitted disclosures were not themselves subject to our assurance.

Note on GRI 203-1 (Indirect Economic Impacts): Infrastructure investments and services supported under GRI 203-1 were verified on the basis of SLSL's CSR and community-development expenditure for FY 2025-26. The quantification basis is the actual CSR spend recorded in SLSL's financial and CSR records (maintained consistent with the company's statutory CSR obligations under Section 135 and Schedule VII of the Companies Act, 2013), allocated by project category and beneficiary location under the company's community-development activities (consistent with GRI 413-1).

Note on economic disclosures: The economic disclosures (including GRI 201 and GRI 207) are reported by SLSL in accordance with the GRI Standards 2021 using figures derived from its audited financial statements. Consistent with the Management's Responsibility section, those underlying financial-statement figures were not independently assured under this engagement; TUV's limited assurance is confined to the preparation and presentation of the related disclosures in accordance with the GRI Standards 2021. As this is a limited assurance engagement, all disclosures listed above were subject to limited assurance procedures (primarily enquiry and analytical procedures); none was subject to reasonable assurance procedures. The assurance procedures covered the preparation and presentation of these disclosures only and do not constitute an audit of the financial statements. In addition to enquiry and analytical procedures, substantive recalculation and traceability testing was performed on selected samples, as described in the Sampling Methodology section of this statement.

The reporting aspect boundaries are set out in the report covering the ESG KPI performance of SLSL, encompassing SLSL's Corporate Office at Gachibowli, Hyderabad, its R&D centre at Shameerpet, Hyderabad (Unit II), its manufacturing sites at Bollaram, Hyderabad (Unit III) and Bidar, Karnataka (Unit IV), and its Process R&D centre at Manchester, United Kingdom. No joint ventures or similar arrangements form part of the reporting boundary; premises operated under the operational control of SLSL, including any leased premises, are included within the boundary described above. The addresses are as follows:

- Corporate Office: SLSL
L4-01 & 02, SLN Terminus, Gachibowli, Hyderabad - 500032, Telangana, India
- SLSL - Unit II (R&D Centre)
IKP Knowledge Park, Turkapally Village, Shameerpet Mandal, Medchal-Malkajgiri District, Telangana, India
- SLSL - Unit III (Manufacturing Site)
IDA Bollaram, Jinnaram Mandal, Sangareddy District, Telangana, India
- SLSL - Unit IV (Manufacturing Site)
Kolhar Industrial Area, Bidar, Karnataka, India
- SLSL - Process R&D Centre
Alderley Park, Manchester, United Kingdom

Onsite Verification:

Unit II - R&D Centre, Shameerpet, Hyderabad, Telangana, India - 17/03/2026;
Unit IV - Manufacturing Site, Bidar, Karnataka, India - 18/03/2026;
Unit III - Manufacturing Site, Bollaram, Hyderabad, Telangana, India - 14/05/2026; and
Corporate Office, Gachibowli, Hyderabad, Telangana, India - 13/05/2026, 14/05/2026 and 15/05/2026.

Remote Verification:

1. Process R&D Centre, Alderley Park, Manchester, United Kingdom - 27/03/2026; and
2. Corporate Office, Gachibowli, Hyderabad, Telangana, India - 27/03/2026.

The assurance engagement was conducted during March 2026 and May 2026 based on the finalized Integrated Report for FY 2025-26.

The relationship between the reporting period and the assurance timeline is summarized below. The reporting period is FY 2025-26 (01/04/2025 to 31/03/2026). Verification activities were carried out during March 2026 and May 2026, spanning

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the closing stage of the reporting period and the subsequent year-end data consolidation, internal review, and finalization of the Integrated Report. The assurance statement was issued following completion of fieldwork, resolution and closure of all corrective actions, and internal quality-control review. This sequencing is normal for an independent assurance engagement and does not affect the reliability of the FY 2025-26 data subject to assurance. In particular, the verification performed in May 2026 was conducted after year-end closure, on the final consolidated financial and ESG data for FY 2025-26.

Stage	Period / Date	Remarks
Reporting period	01/04/2025 - 31/03/2026	FY 2025-26 data subject to assurance
Onsite & remote verification	March 2026 and May 2026	Plant visits and desk review

Management has provided a written representation that, between the close of the reporting period (31/03/2026) and the date of this Statement, no events or changes occurred that would materially affect the ESG disclosures within the assurance scope. Our procedures did not identify any such subsequent matters requiring adjustment to, or disclosure within, the assured information, and our conclusion is expressed accordingly in relation to the reporting period.

In addition to on-site and remote verification activities, assurance procedures included a desk review of the reported disclosures of SLSL, covering the manufacturing and R&D sites and the corporate office within the reporting boundary.

Our Responsibility

TUVI's responsibility under this engagement is to perform an independent Type 2 assurance at a Moderate level in accordance with AA1000AS v3, focused on selected non-financial ESG indicators disclosed in SLSL's Integrated Report prepared in accordance with the GRI Standards 2021, and to express a conclusion based on the procedures conducted. This engagement did not include an evaluation of the adequacy or effectiveness of SLSL's overall sustainability strategy, governance, or management systems, nor an assessment of the sufficiency of the Report against the overarching principles of the GRI Standards 2021 or AA1000AS v3, beyond the elements explicitly covered within the defined scope. Internal controls were considered only to design assurance procedures appropriate to the engagement and not for the purpose of expressing an opinion on their operating effectiveness.

The ESG data was verified on a sample basis; the responsibility for the authenticity, accuracy, and completeness of the data lies entirely with SLSL, which is also responsible for archiving the related data for a reasonable period of time. The primary intended users of this assurance statement are SLSL's management, Board, shareholders, and regulators. This assurance engagement assumes that all data and information made available to TUVI by SLSL were complete, accurate, and true to the best of SLSL's knowledge. TUVI's liability under this engagement is limited to the subject matter and conclusions expressed herein; TUVI does not accept responsibility for any inaccuracies or erroneous data reported by SLSL, nor for decisions made by third parties relying on this statement.

Assurance Methodology

TUVI adopted a risk-based approach, focusing verification efforts on disclosures and Key Performance Indicators (KPIs) of high material relevance to SLSL's business and its stakeholders, as disclosed in the Report. The primary objective was to evaluate the reliability and accuracy of the non-financial information disclosed, with emphasis on the robustness of data management systems, information flows, and internal controls. TUVI's assurance activities included: In planning and performing the engagement, TUVI applied both planning materiality, to scope the procedures, and reporting materiality, to evaluate the significance of findings, consistent with the KPI-specific thresholds set out below.

1. Document and Data Review

1. Examination of documents, datasets, and supporting evidence provided by SLSL, covering the management approach and performance disclosures for all material GRI Topic-specific Standards;
2. Evaluation of disclosure quality, clarity, and completeness against the requirements of the GRI Standards 2021; and
3. Review conducted on a sample basis, focusing on non-financial ESG information disclosures.

2. Stakeholder Engagement and Materiality Review

- Reviewed SLSL's approach to stakeholder engagement and the process for identifying and prioritising material ESG topics, ensuring alignment with the materiality principles of the GRI Standards 2021; and
- Assessed the adequacy of stakeholder identification and the integration of stakeholder concerns into material topic determination.

3. Stakeholder Interviews

- Engaged with key personnel, including data owners, process managers, and decision-makers across relevant functions of SLSL, during onsite and remote verification phases to gather insights and corroborate reported information; and
- Reviewed qualitative statements included in the Report to assess their consistency with responses received during interviews and the evidence reviewed.

4. Process, System, and ESG Policy Assessment

- Review of systems and processes for implementing ESG and sustainability-related policies as described in the Report;

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- Assessment of data management systems and internal processes supporting the preparation of ESG disclosures, including data flows, aggregation procedures, and supporting records; and
- Sample-based evaluation of the implementation of ESG-related policies to verify adherence and operational effectiveness.

5. Substantive Testing

TÜV performed walkthrough procedures to understand ESG data flows and conducted substantive testing including document verification, recalculation, analytical review, and data traceability checks for selected KPIs and disclosures. Examples of KPI-category procedures applied:

- **GHG Emissions** — Recalculation of Scope 1 and Scope 2 emissions and related emission intensity using primary fuel and electricity consumption data; verification of Scope 1 sources including diesel, furnace oil, and process fuels used in manufacturing operations; verification of Scope 2 electricity consumption and application of GHG Protocol methodology and emission factors; consistency checks of totals against prior-year figures and internal aggregation workpapers.
- **Energy** — Verification of total energy consumption from renewable and non-renewable sources, including electricity and fuel consumption; cross-verification of meter readings, utility bills, and fuel invoices; validation of energy intensity calculations.
- **Water** — Verification of water withdrawal and consumption by source, including groundwater and third-party/municipal water; traceability to supply records, groundwater permissions, and site-level water logs; review of water discharge records and treated water reuse and recycling data.
- **Safety** — Verification of employee and contractor safety KPIs, including Lost Time Injury, Lost Time Injury Frequency Rate, fatalities, and total person-hours worked, against site-level incident registers, investigation records, HR/attendance records, contractor workforce records, and corrective action evidence.
- **Waste** — Reconciliation of waste generated, recovered, and disposed by category, including hazardous and non-hazardous waste; verification of recycling, reuse, recovery, and disposal records against authorised recycler certificates, disposal manifests, and site-level waste registers.

6. Sampling Methodology

TÜV applied a risk-based sampling methodology to select representative samples of ESG disclosures, considering the following factors: Sample sizes were not fixed but were determined for each KPI on the basis of its risk, materiality, and the complexity of the underlying data-generation systems, with larger samples drawn for higher-risk and more complex disclosures.

- Materiality of ESG indicators;
- Magnitude of reported impacts;
- Complexity of data generation systems;
- Historical inconsistencies identified during verification; and
- Risk of misstatement and estimation uncertainty.

Site Verification Coverage: Data samples were reviewed across SLSL's operational and R&D facilities — the manufacturing sites at Bollaram (Unit III) and Bidar (Unit IV), the R&D centre at Shameerpet (Unit II), the Process R&D centre at Manchester, and the Corporate Office at Gachibowli — through onsite visits complemented by remote and desk review procedures. Supporting evidence such as meter records, management reports, operational logs, HR databases, and environmental monitoring reports were examined on a sample basis to assess the reliability and traceability of reported data. Sample selection prioritised facilities with significant operational ESG impact and KPIs with higher inherent risk, supported by SLSL's internal ESG data management procedures, to provide sufficient appropriate evidence to support the limited assurance conclusion in accordance with the agreed scope of work. In terms of site coverage, the manufacturing and R&D sites within the reporting boundary were included in verification, and the Corporate Office at Gachibowli was covered for governance, employment, training, and community disclosures. Remote verification of the Process R&D centre at Manchester was supported by a documented risk assessment, considering the limited contribution of the site to the total ESG footprint, the nature of its activities, and the availability of complete digital evidence for remote examination.

For the volume-based environmental KPIs (GHG emissions, energy, water, and waste), substantive recalculation and traceability testing were performed on samples corresponding to approximately 80-100% of the reported annual quantum at each site, with the remaining balance covered through analytical review. For transaction-based social and safety KPIs (employee, training, and OHS records), a minimum sample of the higher of 10% of records or 15 records per site was tested, increased for sites or indicators assessed as higher risk. The assurance team applied professional judgement consistent with a limited level of assurance, and the coverage obtained was assessed as sufficient and appropriate to support the assurance conclusion. These coverage levels were determined in accordance with the internal sampling methodology of TÜV. These coverage levels are the outcome of risk-based judgemental (non-statistical) sampling and do not represent or imply statistical confidence levels.

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Basis for Sample Adequacy and Level of Assurance: Consistent with a Type 2 moderate level of assurance under AA1000AS v3, the sampling applied was judgmental (non-statistical) rather than statistical. Sample sizes and coverage were determined using professional judgement based on the assessed risk, materiality, and data-system complexity of each KPI, as described above, rather than by statistical sampling parameters. Accordingly, no statistical confidence level or precision interval is expressed, and none is implied by the coverage percentages reported; those percentages describe the extent of data tested and not a statistical inference about the untested population.

The adequacy of each sample was evaluated against the following criteria: (i) achievement of the planned coverage for the KPI's risk tier, with higher-risk and more complex KPIs subjected to larger samples and full recalculation; (ii) consistency of the sampled records with source documentation and the absence of unexplained exceptions; (iii) corroboration of sampled values through analytical review of the residual population; and (iv) satisfactory resolution of any exceptions identified, through correction or corrective action, within the applicable materiality thresholds. On this basis, the assurance team concluded that the nature, timing, and extent of the samples obtained provided sufficient appropriate evidence to support the limited assurance conclusion. A limited level of assurance provides a lower level of assurance than a reasonable assurance engagement, the procedures being less extensive in nature and timing, and the conclusion is expressed in the limited-assurance (negative) form.

KPI-Specific Materiality Approach: A KPI-specific materiality approach was applied in accordance with TÜV's internal ESG Materiality Protocol (TÜV ESG Materiality Protocol, Rev. 02), which documents the basis and approval of the thresholds applied: (i) a **5% quantitative threshold** was applied to volume-based KPIs (GHG emissions, energy, water, and waste); and (ii) a **qualitative zero-tolerance threshold** was applied to high-risk ESG indicators – fatalities, permanent disabilities, POSh complaints upheld, instances of regulatory non-compliance or material breaches of applicable law, and customer data breaches – for which any occurrence is treated as material irrespective of magnitude. Where disclosures are based on estimation or standard assumptions, the estimation uncertainty has been acknowledged and factored into the assurance conclusion. SLSL is encouraged to supplement estimated KPIs with explicit quantitative uncertainty ranges or sensitivity analysis in future reporting periods to further enhance the reliability and comparability of disclosed data. This 5% threshold is engagement-specific and is not prescribed by the GRI Standards.

7. Evaluation of AA1000 AccountAbility Principles

As part of the Type 2 assurance engagement, TÜV evaluated SLSL's adherence to the AA1000 AccountAbility Principles – Inclusivity, Materiality, Responsiveness, and Impact – in accordance with AA1000AS v3.

Evaluation Criteria

The Report was evaluated against the AA1000 AccountAbility Principles and the GRI Standards 2021 reporting quality principles, including accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, and verifiability. These reporting-quality principles were applied as evaluation criteria and do not themselves constitute independently assured subject matter.

Assurance Limitations

This assurance engagement was based on selected samples of qualitative and quantitative information and therefore is subject to the inherent limitations of sampling and internal control systems. The assurance procedures relied on information, data, and explanations provided by SLSL management and personnel. Forward-looking statements, including targets, projections, ambitions, and future commitments, were excluded from the scope of assurance. Estimation uncertainty may exist in selected ESG indicators due to the use of assumptions, conversion factors, and estimation methodologies. Accordingly, the assurance conclusion should be read in the context of these inherent limitations.

No assurance is provided on any disclosures, data, or statements falling outside the stated scope and boundary of this engagement, including forward-looking statements (targets, projections, ambitions, and future commitments) and value-chain disclosures, on which no conclusion is expressed.

Opportunities for Improvement

The following are the opportunities for improvement identified for SLSL. However, they are generally consistent with SLSL management's objectives and programs. These observations are provided outside the scope of the assurance engagement and do not constitute consulting or advisory services or influence the independence of the engagement.

- **Energy management:** SLSL can further enhance its energy management practices by pursuing certification under ISO 50001 at its manufacturing plant (Unit-3), strengthening its approach to energy efficiency and performance optimization.
- **Emissions accounting:** SLSL can further enhance the reporting of its environmental performance by establishing an automated emissions accounting system for the tracking of monitoring parameters across its operations.

Our Conclusion

Applicable Assurance Level vs Subject Matter

Subject Matter	Applicable Standard	Assurance Level
Selected non-financial ESG disclosures prepared in accordance with GRI Standards 2021	AA1000AS v3	Type 2 Moderate Assurance

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The logo for TUVINDIA, featuring the text "TUVINDIA" in white, bold, sans-serif capital letters on a blue rectangular background.

Engagement Type: Independent Type 2 assurance engagement at a Moderate level of assurance, conducted in accordance with AA1000AS v3, covering SLSL's selected non-financial ESG disclosures prepared in accordance with the GRI Standards 2021, and evaluating adherence to the AA1000 AccountAbility Principles and the reliability of selected performance information within the defined scope.

Applicable Criteria: GRI Standards 2021 (GRI 1: Foundation, GRI 2: General Disclosures, GRI 3: Material Topics, and applicable Topic-specific Standards) and the AA1000 AccountAbility Principles (AA1000 AP 2018).

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the selected ESG disclosures listed in this statement and related information provided by SLSL have not been prepared, in all material respects, in accordance with the applicable GRI Standards 2021 and the AA1000 AccountAbility Principles within the defined scope and boundary of the engagement. The practitioner applied professional judgment and maintained professional skepticism throughout the engagement, consistent with the requirements of AA1000AS v3. TUVI did not perform any assurance procedures on prospective information, such as targets, forecasts, expectations, or ambitions disclosed in the Report. Consequently, TUVI draws no conclusion on such prospective information or on any disclosure outside the agreed scope of work. For the avoidance of doubt, value-chain ESG disclosures are excluded from this engagement and were neither verified nor concluded upon. We believe the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion. In respect of the economic disclosures (GRI 201 and GRI 207), TUVI relied on figures derived from the audited financial statements of SLSL, as described in the Note on economic disclosures; the underlying financial statements were not re-audited by TUVI. For clarity, GRI disclosures not listed in this statement were not subject to assurance.

Data Governance and Internal Controls

Sustainability data is generated at plant level, validated by the corporate sustainability team, and subjected to internal review before external assurance. This hierarchical data validation process supports data accuracy, traceability, and transparency within the reporting framework. TUVI evaluated these controls to inform the design of its procedures but does not express any assurance on their operating effectiveness.

Disclosures Evaluation

TUVI is of the opinion that SLSL's sustainability disclosures were prepared, in all material respects, in accordance with the requirements of the GRI Standards 2021. The following reporting elements have been appropriately addressed:

Universal Standards:

- GRI 1: Foundation 2021 — requirements and principles for using the GRI Standards;
- GRI 2: General Disclosures 2021 — disclosures about SLSL's organisational profile, strategy, ethics and integrity, governance, stakeholder engagement practices, and reporting process; and
- GRI 3: Material Topics 2021 — disclosures and guidance about SLSL's material topics and management approach.

Topic-Specific Standards: The GRI 300 series (Environmental topics) and GRI 400 series (Social topics) were applied to report the organisation's impacts on relevant environmental and social issues. TUVI is of the opinion that the reported material topics and Topic-specific Standards used by SLSL to prepare its Report are appropriately identified and addressed.

Evaluation of Adherence to AA1000 AccountAbility Principles

Stakeholder Inclusiveness: Stakeholder identification and engagement are carried out by SLSL on a periodic basis to bring out key stakeholder concerns as material topics of significant stakeholders. Evidence reviewed in this regard included stakeholder engagement records and minutes, survey and feedback outputs, and documentation of the materiality assessment workshops conducted by SLSL.

Sustainability Context: SLSL has established the relationship between ESG and organisational strategy within the Report, as well as the context in which disclosures are made.

Materiality: The materiality determination process has been conducted based on the requirements of the GRI Standards 2021 and AA1000 AP, considering the involvement of internal and external stakeholders across the upstream and downstream value chain in identifying material issues relevant to SLSL's range of businesses. The Report fairly brings out the aspects, topics, and their respective boundaries across SLSL's operations. TUVI reviewed the materiality determination methodology of SLSL, including the identification, prioritisation and validation of material topics, as part of the assurance procedures.

Responsiveness: TUVI believes that the responses to the material aspects identified through the materiality determination process are fairly articulated in the Report, including disclosures on SLSL's policies, management systems, and governance.

Impact: SLSL communicates its sustainability performance through regular, transparent internal and external reporting, aligned with the GRI Standards 2021, as part of its policy framework encompassing environmental, social, ethical, and other policies. SLSL reports on sustainability performance to the Board of Directors, who oversees and monitors implementation, performance against objectives, and progress against goals and targets for addressing sustainability-related issues.

Completeness: The Report has fairly disclosed the selected non-financial KPIs as per the GRI Standards 2021.

Reliability: Most of the data and information was verified by TUVI's assurance team during onsite visits and remote assessments and was found to be fairly accurate. Some inaccuracies identified during the verification process — commonly arising from manual data aggregation, transcription between source records and reporting templates, and differences in interpretation of definitions — have been corrected. With reference to the GRI Standards 2021, nothing has come to our attention that causes us to believe that the selected ESG data and information presented in the Report are materially

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misstated. The observations were raised through the formal review and clarification process across the sites within the reporting boundary and were below the applicable materiality threshold, both individually and in aggregate. Each observation was resolved at source, re-verified, and closed prior to issuance, as summarised in the accompanying Management Report. Any remaining uncorrected differences were assessed and found to be below the established materiality threshold.

Compliance (GRI 2-27): Based on the disclosures reviewed and management representations obtained, and in reference to GRI 2-27 (Compliance with laws and regulations), nothing has come to our attention to indicate any significant instances of non-compliance with environmental, social, or occupational health and safety laws and regulations, or any significant fines or non-monetary sanctions, during the reporting period at the sites within the assurance boundary. SLSL confirmed nil significant fines and nil significant non-monetary sanctions for FY 2025-26. This statement relates only to the selected disclosures within the defined scope and is not an assurance conclusion on SLSL's overall legal or regulatory compliance. This evaluation is based on reviewed disclosures and management representations and does not constitute a legal compliance audit.

Neutrality: The disclosures related to ESG issues and performance are reported in a neutral and balanced manner, in terms of content and presentation.

This assurance statement does not endorse any environmental or social claims by SLSL (including those related to products, manufacturing processes, packaging, or disposal) and should not be used in connection with any misleading or unsubstantiated representations, or for purposes of greenwashing. This assurance statement has been prepared solely in connection with SLSL's Integrated Report prepared in accordance with the GRI Standards 2021 and in accordance with AA1000AS v3, and should not be used, relied upon, or distributed for any purpose other than its intended reporting context without the prior written consent of the assurance provider.

Our Assurance Team and Independence

TUVI is an independent and neutral third-party assurance provider offering sustainability assurance services through a team of qualified environmental and social specialists with relevant experience in ESG assurance, GRI Standards 2021 application, and AA1000AS v3 methodology. TUVI confirms its independence, impartiality, and objectivity in relation to this engagement in accordance with the IESBA Code of Ethics and AA1000AS v3, applying a threats-and-safeguards approach – through internal conflict-of-interest checks, adherence to a documented code of ethics, separation of assurance and advisory functions, reviewer oversight, and quality control procedures – to avoid self-interest, self-review, advocacy, familiarity, and intimidation threats. Independence is governed by TUVI's internal independence policy (TUVI Independence and Impartiality Policy, Doc. Ref. TUVI-IMP-POL, Rev. 03), and the engagement team completed mandatory pre-engagement conflict-of-interest declarations. Engagement fees are fixed and are not contingent on the outcome or conclusions of the assurance, and TUVI maintains neutrality and impartiality with respect to all individuals interviewed during the assurance process. These independence and impartiality arrangements also have regard to the ethical requirements applicable to assurance providers operating under AA1000AS v3.

TUVI confirms that no non-assurance services were provided to SLSL that could create self-review, advocacy, familiarity, self-interest, or other independence threats – including preparation of GRI disclosures, ESG strategy development, target setting, ESG data-system design, GHG inventory calculations, internal ESG audits, materiality assessments, or KPI-improvement advisory services. TUVI further confirms that no engagements during the reporting year compromised its independence, and it was not involved in the preparation of any content or data presented in SLSL's Report, with the sole exception of this independent assurance statement. TUVI maintains a documented engagement-partner rotation policy; the lead assurance practitioner for this engagement has not exceeded the maximum tenure threshold prescribed under TUVI's internal quality and independence framework, and TUVI's independence and quality-management procedures are reviewed periodically by its internal technical-review function.

Quality Control: The Assurance Team complies with the Code of Ethics for Professional Accountants issued by IESBA, founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behaviour. In accordance with the International Standard on Quality Management (ISQM 1), TUVI maintains a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements. In accordance with ISQM 1, an Engagement Quality Control Review (EQCR) was performed by a senior reviewer independent of the engagement team, and TUVI's quality-management system includes formal monitoring and remediation procedures.

This assurance statement has been prepared in accordance with the terms of our engagement and AA1000AS v3 requirements.



For and on behalf of TUV India Private Limited
Manojkumar Borekar – Product Head (Sustainability Services)



Date: 21/08/2026
Place: Mumbai, India
Project Reference No: 8124735783
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Notice of 27th Annual General Meeting

Notice is hereby given that the 27th (Twenty-Seventh) Annual General Meeting of the Members of Sai Life Sciences Limited will be held on Thursday, the 17th day of September, 2026 at 10.30 A.M. IST ("Notice") through Video conferencing ("VC")/ Other Audio Visual Means ("OAVM") facility, to transact the following businesses:

The proceedings of the 27th Annual General Meeting ("AGM") shall be deemed to be conducted at the Registered Office of the Company which shall be the deemed venue of the AGM.

Ordinary Business:

1. To receive, consider and adopt:

- a. the Audited Standalone Financial Statements of the Company for the year ended 31 March, 2026, together with the reports of the Board of Directors and the auditors thereon and
- b. the Audited Consolidated Financial Statements of the Company for the year ended 31 March, 2026 together with the report of the auditors thereon.

2. To appoint a director in place of Mr. Krishnamraju Kanumuri (DIN: 00064614), who retires by rotation and being eligible, offers himself for re-appointment

By order of the Board of Directors
For Sai Life Sciences Limited

Date: 14th August, 2026
Place: Hyderabad

Sd/-
Runa Karan
Company Secretary and Compliance Officer
(Membership No. A13721)

Notes for Members' Attention:

- Meeting through VC/OAVM: Ministry of Corporate Affairs ('MCA') vide its General Circular No. 03/2025 dated 22nd September 2025 (In continuation with the Circulars issued earlier in this regard) ('MCA Circulars') and Securities and Exchange Board of India ('SEBI') Circular No. SEBI/HO/CFD/CFD-PoD-2/P/CIR/2024/133 dated October 3, 2024 (collectively as 'MCA and SEBI Circulars' or 'the Circulars') has allowed conducting AGM through Video Conferencing ('VC') or Other Audio-Visual Means ('OAVM') without the physical presence of Members at a common venue. The MCA Circulars prescribe the procedures and manner of conducting the AGM through VC/OAVM. In compliance with the applicable provisions of the Companies Act and MCA Circulars, the AGM of the Members will be held through VC/OAVM. Hence, Members can attend and participate in the AGM through VC/OAVM only.
- Members who are shareholders as on 10th September, 2026, ('cut-off date') can join the AGM 30 minutes before the commencement of the AGM i.e. at 10.30 A.M. and till the time of the conclusion of the Meeting by following the procedure mentioned in this Notice.

The attendance through VC/OAVM is restricted and hence members will be allowed on first come first serve basis. However, as per the MCA Circulars, attendance of Members holding more than 2% of the shares of the Company, Institutional Investors as on the Cut-off Date, Directors, Key Managerial Personnel and Auditors will not be restricted on first come first serve basis.

Members attending the Meeting through VC/OAVM will be counted for the purposes of quorum under Section 103 of the Act.
- The proceedings of the AGM will be deemed to be conducted at the Registered Office of the Company at Plot No. DS-7, IKP Knowledge Park, Turkapally (V), Shameerpet Mandal, Medchal-Malkajigiri (Dist), Hyderabad -500078, Telangana, India. which shall be deemed venue of the AGM. The route map for the venue of the AGM is therefore not annexed to this Notice.
- Since this AGM is being held through VC/OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility of appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form and Attendance Slip are not annexed to this Notice. However, in pursuance of Sections 112 and 113 of the Act, representatives of the Members may be appointed for the purpose of voting through remote e-Voting through Board / Governing body resolution / Authorisation etc. They are requested to email certified copy of the Board / Governing body resolution / Authorisation etc authorizing their representatives to attend and vote on their behalf. The documents shall be emailed to evoting@kfintech.com with the subject line 'Sai Life Sciences Limited 27th AGM'.
- KFin Technologies Limited ('KFinTech' / 'RTA'), the Company's Registrar and Transfer Agent will provide the facility for voting through remote e-voting, for participating in the AGM through VC / OAVM and e-voting ('Insta-Poll') during the AGM.

- Dispatch of Annual Report through electronic mode in compliance with the Circulars, Notice of the AGM along with the Annual Report for the financial year 2025-26 is being sent only through electronic mode to those Members, whose e-mail IDs are registered with KFinTech/Depositories. Members may note that the Notice and the Annual Report for the financial year 2025-26 are available on the following websites:

Sr. No.	Particulars	Website
1.	Sai Life Sciences Limited	www.sailife.com
2.	BSE Limited	www.bseindia.com
3.	National Stock Exchange of India Limited	www.nseindia.com
4.	KFinTech	https://evoting.kfintech.com

The Audited Accounts of the Company's subsidiaries are available on the Company's website at www.sailife.com

Members who have still not registered / updated their e-mail IDs are requested to register/ update at the earliest:

- Members holding shares in physical mode and who have not registered / updated their e-mail IDs with the Company are requested to register / update their e-mail IDs by sending duly filled in Form ISR-1 (Form for registering PAN, KYC details or changes / updation thereof) to KFinTech at Selenium Building, Tower-B, Plot No. 31 and 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana, India — 500 032. Form ISR-1 is available on the website of the Company at www.sailife.com
- Members holding shares in electronic mode are requested to register / update their e-mail IDs with the relevant Depository Participants.

We urge Members to support this Green Initiative effort of the Company and get their email IDs registered.

7. Procedure for Inspection of Documents

The Register of Directors and Key Managerial Personnel and their Shareholding maintained under Section 170 of the Act, the Register of contracts or arrangements in which Directors are interested under Section 189 of the Act and the Certificate from Secretarial Auditor of the Company certifying that the ESOP Schemes of the Company are being implemented in accordance with the Securities and Exchange Board of India (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the relevant documents referred to this Notice will be available electronically for inspection by the Members during the AGM.

All documents referred to in this Notice will also be available electronically for inspection without any fee by the Members from the date of circulation of this Notice upto the date of the AGM.

Members who seek to inspect such documents can send an e-mail to investors@sailife.com email id.

8. Procedure for Remote E-Voting

- i. In compliance with the provisions of Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Regulation 44 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations 2015 ("SEBI Listing Regulations") and in terms of SEBI vide circular no. SEBI/HO/CFD/CMD/ CIR/P/2020/242 dated December 9, 2020 in relation to e-Voting Facility Provided by Listed Entities, the Members are provided with the facility to cast their vote electronically, through the e-Voting services provided by KFinTech, on all the resolutions set forth in this Notice. The instructions for e-Voting are given herein below.
- ii. However, in pursuant to SEBI circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on "e-Voting facility provided by Listed Companies", e-Voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts / websites of Depositories / DPs in order to increase the efficiency of the voting process.
- iii. Individual demat account holders would be able to cast their vote without having to register again with the e-Voting service provider (ESP) thereby not only facilitating seamless authentication but also ease and convenience of participating in e-Voting process. Shareholders are advised to update their mobile number and e-mail ID with their DPs to access e-Voting facility.
- iv. The remote e-Voting period commences (9:00 a.m. IST) on 14th September, 2026 to (5:00 p.m. IST) on 16th September, 2026

- v. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on 10th September, 2026, the cut-off date.
- vi. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the login ID and password by sending a request at <https://evoting.kfintech.com/>. However, if he / she is already registered with KFinTech for remote e-Voting then he /she can use his / her existing User ID and password for casting the vote.
- vii. In case of Individual Shareholders holding securities in demat mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "Login method for remote e-Voting and joining virtual meeting for Individual shareholders holding securities in demat mode."
- viii. The details of the process and manner for remote e-Voting and e-AGM are explained herein below:

Step 1 : Access to Depositories e-Voting system in case of individual shareholders holding shares in demat mode.

Step 2 : Access to KFinTech e-Voting system in case of shareholders holding shares in physical and non-individual shareholders in demat mode.

Step 3 : Access to join virtual meetings(e-AGM) of the Company on KFin system to participate e-AGM and vote at the AGM.

Details on Step 1 are mentioned below:

I) Login method for remote e-Voting for Individual shareholders holding securities in demat mode.

Type of shareholders	Login Method
Individual Shareholders holding securities in demat mode with NSDL	1. User already registered for IDeAS facility: I. Visit URL: https://eservices.nsdl.com II. Click on the "Beneficial Owner" icon under "Login" under 'IDeAS' section. III. On the new page, enter User ID and Password. Post successful authentication, click on "Access to e-Voting" IV. Click on company name or e-Voting service provider and you will be re-directed to e-Voting service provider website for casting the vote during the remote e-Voting period. 2. User not registered for IDeAS e-Services I. To register click on link : https://eservices.nsdl.com II. Select "Register Online for IDeAS" or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp III. Proceed with completing the required fields. IV. Follow steps given in point no.1

Type of shareholders	Login Method
	3. Alternatively by directly accessing the e-Voting website of NSDL - Open URL: https://www.evoting.nsdl.com/ - Click on the icon "Login" which is available under 'Shareholder/Member' section. - A new screen will open. You will have to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password / OTP and a Verification Code as shown on the screen. - Post successful authentication, you will requested to select the name of the company and the e-Voting Service Provider name, i.e., KFintech. - On successful selection, you will be redirected to KFintech e-Voting page for casting your vote during the remote e-Voting period.
Individual Shareholders holding securities in demat mode with CDSL	1. Existing user who have opted for Easi / Easiest - Visit URL: https://web.cdslindia.com/myeasitoken/home/login OR URL: www.cdslindia.com - Click on New System Myeasi - Login with your registered user id and password. - The user will see the e-Voting Menu. The Menu will have links of ESP i.e. KFintech e-Voting portal. - Click on e-Voting service provider name to cast your vote. 2. User not registered for Easi/Easiest - Option to register is available at https://web.cdslindia.com/myeasitoken/home/login OR URL: www.cdslindia.com - Proceed with completing the required fields. - Follow the steps given in point 1 3. Alternatively, by directly accessing the e-Voting website of CDSL - Visit URL: www.cdslindia.com - Provide your demat Account Number and PAN No. - System will authenticate user by sending OTP on registered Mobile and Email as recorded in the demat Account. - After successful authentication, user will be provided links for the respective ESP, i.e KFintech where the e-Voting is in progress.
Individual Shareholder login through their demat accounts / Website of Depository Participant	- You can also login using the login credentials of your demat account through your DP registered with NSDL /CDSL for e-Voting facility. - Once logged-in, you will be able to see e-Voting option. Once you click on e-Voting option, you will be redirected to NSDL / CDSL Depository site after successful authentication, wherein you can see e-Voting feature. - Click on options available against company name or e-Voting service provider – Kfintech and you will be redirected to e-Voting website of KFintech for casting your vote during the remote e-Voting period without any further authentication.

Important note: Members who are unable to retrieve User ID / Password are advised to use Forgot user ID and Forgot Password option available at respective websites.

Helpdesk for Individual Shareholders holding securities in demat mode who need assistance for any technical issues related to login through Depository i.e., NSDL and CDSL:

Login type	Helpdesk details
Individual Shareholders holding securities in demat mode with NSDL	Members facing any technical issue in login can contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at : 022 - 4886 7000 and 022 - 2499 7000
Individual Shareholders holding securities in Demat mode with CDSL	Members facing any technical issue in login can contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at toll free no. 1800 22 55 33

Details on Step 2 are mentioned below:**II) Login method for e-Voting for shareholders other than Individual's shareholders holding securities in demat mode and shareholders holding securities in physical mode.**

(A) Members whose email IDs are registered with the Company/ Depository Participants (s), will receive an email from KFintech which will include details of E-Voting Event Number (EVEN), USER ID and password. They will have to follow the following process:

- i. Launch internet browser by typing the URL: <https://evoting.kfintech.com/>
- ii. Enter the login credentials (i.e. User ID and password). In case of physical folio, User ID will be EVEN (E-Voting Event Number) xxxx, followed by folio number. In case of Demat account, User ID will be your DP ID and Client ID. However, if you are already registered with KFintech for e-voting, you can use your existing User ID and password for casting the vote.
- iii. After entering these details appropriately, click on "LOGIN".
- iv. You will now reach password change Menu wherein you are required to mandatorily change your password. The new password shall comprise of minimum 8 characters with at least one upper case (A- Z), one lower case (a-z), one numeric value (0-9) and a special character (@,#,\$, etc.,). The system will prompt you to change your password and update your contact details like mobile number, email ID etc. on first login. You may also enter a secret question and answer of your choice to retrieve your password in case you forget it. It is strongly recommended that you do not share your password with any other person and that you take utmost care to keep your password confidential.
- v. You need to login again with the new credentials.
- vi. On successful login, the system will prompt you to select the "EVENT" i.e., 'Sai Life Sciences Limited – 27th Annual General Meeting 'and click on "Submit"
- vii. On the voting page, enter the number of shares (which represents the number of votes) as on the Cut-off Date under "FOR/AGAINST" or alternatively, you may partially enter any number in "FOR" and partially "AGAINST" but the total number in "FOR/ AGAINST" taken together shall not exceed your total shareholding as mentioned herein above. You may also choose the option ABSTAIN. If the Member does not indicate either "FOR" or "AGAINST" it will be treated as "ABSTAIN" and the shares held will not be counted under either head.

- viii. Members holding multiple folios/demat accounts shall choose the voting process separately for each folio/ demat accounts.
- ix. Voting has to be done for each item of the notice separately. In case you do not desire to cast your vote on any specific item, it will be treated as abstained.
- x. You may then cast your vote by selecting an appropriate option and click on "Submit".
- xi. A confirmation box will be displayed. Click "OK" to confirm else "CANCEL" to modify. Once you have voted on the resolution (s), you will not be allowed to modify your vote. During the voting period, Members can login any number of times till they have voted on the Resolution(s).
- xii. Corporate/Institutional Members (i.e. other than Individuals, HUF, NRI etc.) are also required to send scanned certified true copy (PDF Format) of the Board Resolution/Authority Letter etc., authorizing its representative to attend the AGM through VC / OAVM on its behalf and to cast its vote through remote e-voting. Together with attested specimen signature(s) of the duly authorised representative(s), to the Scrutinizer at email id ram.devata@gmail.com with a copy marked to evoting@kfintech.com. The scanned image of the above-mentioned documents should be in the naming format "Sai Life Sciences Limited."

(B) Members whose email IDs are not registered with the Company/Depository Participants(s) and consequently the Annual Report, Notice of AGM and e-voting instructions cannot be serviced, will have to follow the following process:

Procedure for Registration of email and Mobile: securities in physical mode

Physical shareholders are hereby notified that based on SEBI Circular number: SEBI/HO/MIRSD/MIRSD-PoD-1/P/CIR/2023/37, dated March 16th, 2023, All holders of physical securities in listed companies shall register the postal address with PIN for their corresponding folio numbers. It shall be mandatory for the security holders to provide mobile number. Moreover, to avail online services, the security holders can register e-mail ID. Holder can register/update the contact details through submitting the requisite ISR 1 form along with the supporting documents.

ISR 1 Form can be obtained by following the link: <https://ris.kfintech.com/clientservices/isc/isrforms.aspx>

ISR Form(s) and the supporting documents can be provided by any one of the following modes.

- a) Through 'In Person Verification' (IPV): the authorized person of the RTA shall verify the original documents furnished by the investor and retain copy(ies) with IPV stamping with date and initials; or

- b) Through hard copies which are self-attested, which can be shared on the address below; or

Name	KFIN Technologies Limited
Address	Selenium Building, Tower-B, Plot No 31 and 32, Financial District, Nanakramguda, Serilingampally, Hyderabad, Rangareddy, Telangana India - 500 032.

- c) Through electronic mode with e-sign by following the link: <https://ris.kfintech.com/clientservices/isc/default.aspx#>
- Detailed FAQ can be found on the link: <https://ris.kfintech.com/faq.html>
 - For more information on updating the email and Mobile details for securities held in electronic mode, please reach out to the respective DP(s), where the DEMAT a/c is being held.
 - After receiving the e-voting instructions, please follow all steps above to cast your vote by electronic means.

Details on Step 3 are mentioned below:

III) Instructions for all the shareholders, including Individual, other than Individual and Physical, for attending the AGM of the Company through VC/OAVM and e-Voting during the meeting.

- Member will be provided with a facility to attend the AGM through VC / OAVM platform provided by KFinTech. Members may access the same at <https://emeetings.kfintech.com/> by using the e-voting login credentials provided in the email received from the Company/KFinTech. After logging in, click on the Video Conference tab and select the EVENT of the Company. Click on the video symbol and accept the meeting etiquettes to join the meeting. Please note that the members who do not have the User ID and Password for e-Voting or have forgotten the User ID and Password may retrieve the same by following the remote e-Voting instructions mentioned above.
- Facility for joining AGM through VC/ OAVM shall open atleast 30 minutes before the commencement of the Meeting.
- Members are encouraged to join the Meeting through Laptops/ Desktops with Google Chrome (preferred browser), Safari, Internet Explorer, Microsoft Edge, Mozilla Firefox 22.
- Members will be required to grant access to the webcam to enable VC / OAVM. Further, Members connecting from Mobile Devices or Tablets or through Laptop connecting via Mobile Hotspot may experience Audio/Video loss due to fluctuation in their respective network. It is therefore recommended to use Stable

Wi-Fi or LAN Connection to mitigate any kind of aforesaid glitches.

- As the AGM is being conducted through VC / OAVM, for the smooth conduct of proceedings of the AGM, Members are encouraged to express their views / send their queries in advance mentioning their name, demat account number / folio number, email id.
- The Members who have not cast their vote through remote e-voting shall be eligible to cast their vote through e-voting system available during the AGM. E-voting during the AGM is integrated with the VC / OAVM platform. The Members may click on the voting icon displayed on the screen to cast their votes.
- A Member can opt for only single mode of voting i.e., through Remote e-voting or voting at the AGM. If a Member casts votes by both modes, then voting done through Remote e-voting shall prevail and vote at the AGM shall be treated as invalid.
- Facility of joining the AGM through VC / OAVM shall be available for at least 2000 members on first come first served basis.
- Institutional Members are encouraged to attend and vote at the AGM through VC / OAVM.

Other Instructions

- Speaker Registration:** The Members who wish to speak during the meeting may register themselves as speakers for the AGM to express their views. They can visit <https://emeetings.kfintech.com> and login through the user id and password provided in the mail received from Kfintech. On successful login, select 'Speaker Registration' which will be opened from Saturday, 12th September, 2026 (9:00 a.m. IST) to Monday, 14th September, 2026 (5:00 p.m. IST). Members shall be provided a 'queue number' before the meeting. The Company reserves the right to restrict the speakers at the AGM to only those Members who have registered themselves, depending on the availability of time for the AGM.
- Post your Question:** The Members who wish to post their questions prior to the meeting can do the same by visiting <https://emeetings.kfintech.com>. Please login through the user id and password provided in the mail received from Kfintech. On successful login, select 'Post Your Question' option which will be opened from Saturday, 12th September, 2026 (9:00 a.m. IST) to Monday, 14th September, 2026 (5:00 p.m. IST).
- In case of any query and/or grievance, in respect of voting by electronic means, Members may refer to the Help and Frequently Asked Questions (FAQs) and E-voting user manual available at the download section of <https://evoting.kfintech.com> (KFinTech Website) or call KFinTech's toll free No. 1-800-309-4001 for any further clarifications.

IV. The Members, whose names appear in the Register of Members / list of Beneficial Owners as on Thursday, 10th September, 2026, being the cut-off date, are entitled to vote on the Resolutions set forth in this Notice. A person who is not a Member as on the cut-off date should treat this Notice for information purposes only. Once the vote on a resolution(s) is cast by the Member, the Member shall not be allowed to change it subsequently.

V. In case a person has become a Member of the Company after dispatch of AGM Notice but on or before the cut-off date for E-voting, he/she may obtain the User ID and Password in the manner as mentioned below:

If e-mail address or mobile number of the member is registered against Folio No. / DP ID Client ID, then on the home page of <https://evoting.kfintech.com/>, the member may click "Forgot Password" and enter Folio No. or DP ID Client ID and PAN to generate a password.

i) Members who may require any technical assistance or support before or during the AGM are requested to contact KFinTech at toll free number 1-800-309-4001 or write to them at evoting@kfintech.com.

VI. The results of the electronic voting shall be declared to the Stock Exchanges after the AGM. The results along with the Scrutinizer's Report, shall also be placed on the website of the Company.

9. Information and instructions for e-voting facility (Insta Poll) at AGM

- I. Facility to cast vote through e-voting (Insta Poll) at the AGM will be made available on the Video Conference screen and will be activated once the e-voting (Insta Poll) is announced at the AGM.
- II. The "Vote Now Thumb sign" on the left-hand corner of the video screen will be activated upon instructions of the Chairman during the AGM proceedings. Members shall click on the same to take them to the "Insta-poll" page and Members shall click on the "Insta-poll" icon to reach the resolution page and follow the instructions to vote on the resolutions.
- III. Those Members, who will be present in the AGM through VC/OAVM facility and have not cast their vote on the Resolutions through remote e-voting and are otherwise not barred from doing so, shall be eligible to vote through e-voting facility (Insta Poll) during the AGM. Members who have already cast their votes by remote e-voting are eligible to attend the AGM. However, those Members are not entitled to cast their vote again at the AGM.

Results of remote e-Voting and e-Voting (Insta Poll) at the 27th AGM

The Scrutiniser after the conclusion of e-voting at the Meeting, will scrutinise the votes cast at the Meeting and votes cast through remote e-voting, make a consolidated Scrutiniser's Report and submit the same to the Chairman.

The Scrutiniser's decision on the validity of the vote shall be final. The result of e-voting along with the consolidated Scrutiniser's Report, will be displayed at the Registered Office of the Company and will be placed on the following websites as under:

Particulars	Website
Sai Life Sciences Limited	www.sailife.com
BSE Limited	www.bseindia.com
National Stock Exchange of India Limited	www.nseindia.com
KFinTech	https://evoting.kfintech.com

10. General Information

- I. Members are requested to read the 'Shareholder Information' section of the Annual Report for useful information.
- II. SEBI has mandated the submission of Permanent Account Number (PAN) by every participant in the securities market. Members holding shares in electronic form are requested to submit their PAN to their DPs and those holding shares in physical form are requested to submit their PAN, Nomination, Contact details, Bank A/c details and Specimen signature for their corresponding folio numbers to the RTA.
- III. If there is any change in the e-mail address already registered with the Company, Members are requested to immediately notify such change to the Company's RTA, in respect of shares held in physical form and to their DPs in respect of shares held in electronic form.
- IV. In terms of the amendments to the SEBI Listing Regulations, with effect from 1st April, 2019, requests for effecting transfer of securities in physical form shall not be processed unless the securities are held in dematerialised Form with the depository, i.e. NSDL and CDSL. Members are, Therefore, requested to demat their physical holding for any Further transfer. Members can, however, continue to make Request for various services other than transfer for securities held in physical form but the processing will be done in demat form.
- V. Members who hold shares in the dematerialised form and desire a change / correction in the bank account details, should intimate the same to their concerned DPs and not to the Company's RTA. Members are also requested to give the MICR Code of their banks to their DPs. The Company / Company's RTA will not entertain any direct request from such Members for change of address, transposition of names, deletion of name of deceased joint holder and change in the bank account details. The said details will be considered as will be furnished by the DPs to the Company.
- VI. Members may utilise the facility extended by the RTA for redressal of queries. Members may visit <https://karisma.kfintech.com/> and click on INVESTOR option for query registration through free identity registration process.
- VII. KPRISM — Mobile service application by KFinTech: Members are requested to note that KFinTech has launched a mobile application — KPRISM and website <https://kprism.kfintech.com>.

[com/signin.aspx](#) online service to Members. Members can download the mobile application, register themselves (one time) for availing host of services viz., consolidated portfolio view serviced by KFinTech, dividend status and send requests for change of address, change / update bank mandate. Through the mobile application, Members can download annual reports, standard forms and keep track of upcoming general meetings and dividend disbursements. The mobile application is available for download from Android Play Store.

- VIII. Members holding shares in physical form need to ensure that before submitting any service request their folios are KYC compliant. If the folios of physical security holders are not KYC compliant then the security holders need to comply with SEBI Master Circular No. SEBI/HO/MIRSD/POD-1/P/ CIR/2024/37 dated 7th May 2024, without which any investor service requests will not be processed. Members holding shares in electronic form have to approach their DPs for completing the nomination formalities.
- IX. Non-resident Indian Members are requested to inform the Company or RTA or to the concerned DPs, as the case may be, immediately:
- the change in the residential status on return to India for permanent settlement.

- the particulars of the NRE Account with a Bank in India, if not furnished earlier.
- Members are requested to make all correspondence in connection with shares held by them by addressing letters directly to the Company or KFinTech quoting their Folio number or their Client ID with DP ID, as the case may be.

X. Dispute Resolution Mechanism (SMART ODR)

In order to strengthen the dispute resolution mechanism for all disputes between a listed company and/or registrars and transfer agents and its shareholder(s)/investor(s), SEBI had issued a Standard Operating Procedure ('SOP') vide Circular dated 30th May 2022. As per this Circular, shareholder(s)/ investor(s) can opt for Stock Exchange Arbitration Mechanism for resolution of their disputes against the Company or its RTA. Further, SEBI vide Circular dated 31st July 2023 (updated as on 20th December 2023), introduced the Online Dispute Resolution (ODR) Portal. Through this ODR portal, the aggrieved party can initiate the mechanism, after exercising the primary options to resolve its issue, directly with the Company and through the SEBI Complaint Redress System (SCORES) platform. The Company has complied with the above circulars and the same are available at the website of the Company: www.sailife.com

For ease of participation by Members, provided below are key details regarding the AGM for reference:

Sr. No	Particulars	Details of access
1	Link for live webcast of the AGM and for participation through VC/ OAVM	https://emeetings.kfintech.com by using e-voting credentials and clicking on video conference
2	Link for posting AGM queries and speaker registration and period of registration	https://emeetings.kfintech.com by using e-voting credentials and clicking on 'Speaker registration'. Period of registration: Saturday, 12 th September, 2026 (9:00 a.m. IST) to Monday, 14 th September, 2026 (5:00 p.m. IST) https://emeetings.kfintech.com by using e-voting credentials and clicking on 'Post Your Queries'. The window will close on Monday, 14 th September, 2026 (5:00 p.m. IST)
3	Link for remote e-voting	https://evoting.kfintech.com
4	Username and password for VC	Members may attend the AGM through VC by accessing the link https://emeetings.kfintech.com by using the remote e-voting credentials. Please refer the instructions provided in the Notice.
5	Helpline number for VC participation and e-voting	Contact KFin Technologies Limited at 1800-3454-001 or write to them at evoting@kfintech.com Contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact on 022-23058738 or 022-23058542-43 Contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call on toll free number: 1800 1020 990 and 1800 224 430
6	Cut-off date for e-voting	Thursday, 10 th September, 2026
7	Time period for remote e-voting	Monday, 14 th September, 2026 (9:00 a.m. 1ST) and ends on Wednesday, 16 th September, 2026 (5:00 p.m. IST).
8	Link for Members to update email ID (for physical Members)	https://ris.kfintech.com/clientservices/mobilereg/mobileemailreg.aspx or send email on einward.ris@kfintech.com

Sr. No	Particulars	Details of access
9	Registrar and Transfer Agent - Contact details	KFin Technologies Limited Selenium Building, Tower-B Plot No. 31 and 32, Financial District Nanakramguda, Serilingampally Hyderabad, Rangareddy, Telangana India - 500 032 Email ID: einward.ris@kfintech.com Toll Free/Phone Number: 1800 309 4001 WhatsApp Number: (91) 910 009 4099 RTA Website: https://ris.kfintech.com
10	Sai Life Sciences Limited – Contact details	L4-01 and 02, SLN Terminus, Gachibowli Miyapur Road, Gachibowli, Hyderabad-500032 Tel: 040 68156000 Email: investors@sailife.com

**By order of the Board of Directors
For Sai Life Sciences Limited**

Sd/-

Runa Karan

Company Secretary and Compliance Officer
(Membership No. A13721)

Date: 14th August, 2026
Place: Hyderabad

Annexure to Notice

Details of Director Seeking Appointment/Re-Appointment as Required Under Regulation 36 (3) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and Applicable Secretarial Standards:

Name of Director	Mr. Krishnam Raju Kanumuri
Director Identification Number	00064614
Date of Birth and Age (As on March 31, 2026)	10 th February 1970 and 56 years
Date of first Appointment	Mr. Krishnam Raju Kanumuri was first appointed as a director on 1 May 2004 and continued as such till 1 August 2008. He was appointed as a Managing Director on 1 October 2010 and later designated as Managing Director and CEO w.e.f. 1 September 2016.
Qualification	Mr. Krishnam Raju Kanumuri holds a bachelor's degree in chemical engineering from Mangalore University and an MBA in Finance from the University of Kansas, USA
Category/Designation	Managing Director and CEO (Executive Director under Promoter category)
Terms and Conditions of Re-Appointment along with Remuneration sought to be paid	Being reappointed as a Director liable to retire by rotation and all other terms of his appointment including remuneration as Executive Director shall remain same.
Remuneration paid for FY 2025-26	₹ 13,07,65,004
Relationship with other Directors, Manager and other Key Managerial Personnel of the Company.	Mr. Krishnam Raju Kanumuri is the son of Dr. Ranga Raju Kanumuri who is a Whole Time Director and Chairman of the Company.
Brief Resume and expertise in specific functional area	With over 25 years of experience, Mr. Krishnam Raju Kanumuri has been instrumental in transforming Sai Life Sciences into a leading global CRDMO. Since joining the company in 2004 as Vice President, Business Development, he has driven its evolution from a domestic service provider to a trusted partner for leading pharmaceutical innovators worldwide. In 2019, he spearheaded strategic investments in global R&D capabilities, including centres in Boston and Manchester, strengthened the Company's presence in advanced modalities and technologies and accelerated its integrated services model. Under his leadership, Sai Life Sciences has delivered strong and sustained growth. Consolidated revenue increased from ₹870 Cr. in FY2022 to ₹2,242 Cr. in FY2026, while EBITDA rose from ₹131 Cr. to ₹661 Cr. and PAT from ₹6 Cr. to ₹349 Cr., reflecting significant improvements in scale, profitability and operational excellence. The Company has expanded relationships with global pharmaceutical partners, added new commercial molecules, strengthened strategic collaborations, successfully undergone major regulatory inspections and completed its IPO in December 2024. Today, Mr. Krishnam Raju Kanumuri continues to lead Sai Life Sciences with a sharp focus on innovation, customer-centricity and sustainable long-term value creation. He remains committed to driving sustainable growth through continued investment in scientific talent, digital and operational excellence, global delivery capabilities and customer-centric innovation, while creating long-term value for all stakeholders
Directorships held in other Companies as on March 31, 2026	- Sai Life Pharma Private Limited (100% subsidiary company of Sai Life Sciences Limited) as Managing Director (Promoter) - Sai Life Sciences Inc, USA (100% subsidiary company of Sai Life Sciences Limited) - Sai Life Sciences, GmbH (100% subsidiary company of Sai Life Sciences Limited) - South India Research Institute Private Limited as a Non-Executive Director All the above directorships of Mr. Krishnam Raju Kanumuri are without any remuneration
Chairman/Member of the Committee of the Board of Directors of the Company	- Stakeholders Relationship Committee - Member - Risk Management Committee - Member - Corporate Social Responsibility and Sustainability Committee - Member
No. of Board Meetings attended during the financial year	He has attended All Board Meetings held during the financial year 2025-26.
Chairman/Member of the Committee of the Board of Directors in other Companies as on March 31, 2026	Nil
No. of Equity Shares of ₹1/- held in the Company as on 31.03.2026	30,08,400 Equity Shares of ₹1/- each
Names of Listed Entities from which the director has resigned during last three years	Nil
In case of independent directors, the skills and capabilities required for the role and the manner in which the proposed person meets such requirements	Not Applicable



Sai Life Sciences Limited

DS-7, IKP Knowledge Park, Turkapally Village
Shameerpet Mandal, Medchal-Malkajgiri District 500078
Telangana, India

