



Delivering Value, Sustainably.

Strides Pharma Science Limited

Annual Report **2024-25**

Celebrating



At Strides Pharma Science Limited (Strides), completing 35 years is a celebration of how far we have come and a reaffirmation of the mindset that has guided us throughout our journey. From the very beginning, we have believed in building for the long term by staying ahead of change, taking bold bets, and making disciplined choices.

Our growth has never been about scale alone, but about strengthening the foundation to support that scale, be it through scientific capability, supply chain resilience, or portfolio relevance.

Contents

01

Introduction to Strides

- 2 Delivering Value, Sustainably
- 4 Report Card for FY 2024-25
- 6 Corporate Information
- 7 Awards & Recognition
- 8 About Us
- 10 Our Presence
- 12 Our Journey so Far
- 14 Business Model

02

Performance Review

- 16 Founder & Non-Executive Chairperson's Message
- 18 Message from the Managing Director & Group CEO
- 22 From the CFO's Desk
- 28 Board of Directors
- 29 Leadership Team

03

Business Imperatives

- 30 Product Portfolio
- 34 Manufacturing Excellence
- 38 Quality Compliance
- 42 Research and Development
- 46 People
- 54 Advanced Technologies
- 58 Arcolab

Through industry shifts, regulatory complexity, and market cycles, we have continually adapted, redefining business models, simplifying structures, and creating new engines of growth.

This ability to reset and realign without losing strategic direction has been core to our evolution. Over time, we have transformed into a focused, execution-driven enterprise that is both globally attuned and deeply grounded in its purpose.

Looking ahead, we carry forward the learnings of our past with the urgency of future ambition. With sharper priorities and an organisation built for agility, we remain committed to responsible growth, creating long-term value not just through what we deliver, but how we deliver it.



Our people exemplify dedication, expertise, and excellence across roles and regions

From left to right

- 1 **Lakshmi Narasimhan R**
AVP and Global Finance Controller
(Corporate, Bengaluru)
- 2 **Eulodie Mingouolo**
Head of Congo and Gabon
(Africa)
- 3 **Leslie Harrington**
Senior Director, National Accounts
(USA)
- 4 **Alan Thorley**
Head of Wholesales
(UK)
- 5 **Krishnappa**
Operator, Tablets Division
(KRSG, Bengaluru)

04

ESG

- 60 ESG and Sustainability at Strides
- 68 Corporate Social Responsibility
- 72 Risk Management
- 76 Governance

05

Statutory Reports

- 80 Management Discussion and Analysis
- 94 Board's Report
- 128 Corporate Governance Report
- 160 Business Responsibility and Sustainability Report (BRSR)

06

Financial Statements

- 199 Consolidated Financials
- 327 Standalone Financials

Delivering Value, Sustainably.





As Strides enters its next phase, our focus is to create differentiated value through purposeful innovation, operational excellence, and strategic discipline. We continue to stay ahead by identifying high-impact opportunities, scaling efficiently, and aligning science with evolving patient needs.

Our growth is not defined by scale alone, but by the quality of value we deliver across markets, partnerships, and product categories. With agility at our core and sustainability embedded in our thinking, we are building a future-ready organisation that leads with impact and delivers with integrity.

Our decisions are backed by a strong sense of accountability, towards patients, partners, communities, and the planet. Our operational priorities are deeply intertwined with ESG outcomes.

Our strategic platforms, supply chain agility, and stakeholder trust are not end goals, they are enablers. What we are building today is a future-ready, innovation-led organisation that consistently converts insight into impact and scale into sustainability.

Our ambition is simple yet powerful: to enhance lives globally through trusted, high-quality solutions, delivering value, sustainably.

Report Card for FY 2024-25

Driving consistency through recalibration

FY 2024-25 marked the culmination of our strategic reset, translating intent into impact. The year saw us deliver on all four of our key financial objectives, underscoring strong execution across growth, profitability, and operational efficiency.

We also made a strong debut in S&P Global's 2024 Sustainability Assessment, outperforming peers and reinforcing our focus on sustainable value creation. FY 2024-25 showcases the tangible outcomes of multiple initiatives coming together in a cohesive and impactful manner.

This year's performance goes beyond financial metrics, reflecting a conviction defined by resilience, focus, and forward momentum. At the start of the year, we set out four clear financial objectives as benchmarks of success. We are pleased to report that through our robust performance, we exceeded all of them.

During the year, we posted consistent year-on-year improvements across all core pillars of growth, profitability, and operational efficiency. Complementing this operational momentum, we made a strong debut in S&P Global's 2024 Sustainability Assessment, outperforming peers and fortifying the strength of our governance, the stringency of our processes, and the depth of our sustainability endeavours.



Financial Momentum

₹45,653 Mn

Revenue

↗ 17.2%

₹8,028 Mn

EBITDA

↗ 36.8%

17.6%

EBITDA margin

↗ 252 bps

1.9x

Net Debt* to EBITDA

↗ From 2.72x

US\$ 291 Mn

US Business Revenue

↗ 21.8%

*Net debt is arrived post adjusting for
'Deferred consideration receivable

↗ year-on-year change



People Power

25%

Women in top management

~1,30,000

Learning hours



Community Responsibility

₹55 Mn

CSR expenditure

11,150+

Beneficiaries of CSR programmes

With an impressive **ESG score of 76/100** and **CSA score of 75/100**, we are proud to have made a strong debut in S&P Global's 2024 Corporate Sustainability Assessment.



Environmental Commitments

46.4%

Of water consumed was recycled

51.1%

Of energy consumed was from renewable source

14.0%

Reduction in energy consumption



Governance Discipline

62.5%

Independent Directors on the Board

100%

Committee Meeting Attendance

~93%

Board Meeting Attendance

100%

Of employees trained on Code of Conduct with mandatory annual refresher trainings to reinforce ethical conduct principles

Corporate Information

Registered Office

Cyber One, Unit No. 902,
Plot No. 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703,
Maharashtra, India.
Tel: +91 22 2789 2924/3199
Email: corpcomm@strides.com
Website: www.strides.com
CIN: L24230MH1990PLC057062

Corporate Office

'Strides House', Bilekahalli,
Bannerghatta Road,
Bengaluru - 560 076,
Karnataka, India.
Tel: +91 80 6784 0000/0290

R&D Centre

165/2, Bilekahalli,
Bannerghatta Road,
Opp. Kalyani Magnum Tech Park,
JP Nagar, Bengaluru - 560 076,
Karnataka, India.

Statutory Auditors

BSR & Co. LLP
Chartered Accountants,
Embassy Golf Links Business Park,
Pebble Beach, B Block, 3rd Floor,
No. 13/2, Off Intermediate Ring
Road, Bengaluru - 560 071,
Karnataka, India.

Internal Auditors

Grant Thornton Bharat LLP
5th Floor, No. 65/2, Block A,
Bagmane Tridib,
Bagmane Tech Park,
C V Raman Nagar,
Bengaluru - 560 093,
Karnataka, India.

Registrar & Share Transfer Agent

KFin Technologies Limited
(formerly, KFin Technologies Private Limited)
Selenium, Tower B, Plot No. 31 & 32,
Financial District, Nanakramguda,
Serilingampally Mandal,
Hyderabad - 500 032,
Telangana, India.
Toll Free No.: 1 800 309 4001
Email: einward.ris@kfintech.com

Bankers and Financial Institutions

Bandhan Bank Limited
ICICI Bank Limited
IDFC First Bank Limited
IndusInd Bank Limited
Karnataka Bank Limited
RBL Bank Limited
State Bank of India Limited
Union Bank of India Limited
Yes Bank Limited

Global Hubs

Singapore

Strides Pharma Global Pte. Limited
1 Gateway Drive, #06-06 Westgate
Tower, Singapore - 608 531

USA

Strides Pharma Inc
200, Crossing Blvd,
Suite 110, Bridgewater,
New Jersey

United Kingdom

Strides Pharma UK Ltd
Unit 4, Metro Centre,
Dwight Road, Off Tolpits Lane,
Watford, Hertfordshire,
WD18 9SS, UK

Italy

Beltapharm S.R.L.
20095 Cusano MIL, Via
Stelvio, 66, Italy

Kenya

Universal Corporation Limited
Club Road, Past Post Office, Plot
No. 13777, P.O. Box 1748 - 00902,
Kikuyu Town, Kenya

South Africa

Trinity Pharma
Proprietary Limited
3 Gwen Lan, Fourth Floor,
Santon 2031

Canada

Strides Pharma Canada Inc
400 Applewood Crescent, Unit 100
Vaughan, Ontario, L4K0C3, Canada

Switzerland

Strides Pharma International AG
(formerly known as Fairmed
Healthcare AG), Industriestrasse 9,
6300 Zug, Switzerland

Denmark

Strides Nordic ApS
Fuglevangsvej 11
1962 Frederiksberg C
Denmark



Awards & Recognition

Redefining standards through powerful validations

**Best Organisation for
Women Empowerment**

Great Indian Women
Leadership Awards 2024



**Top 10% Global Ranking
in CSA Scores**

S&P Global Yearbook
Awards 2024-25



**Supply Chain Champion
(Mid-Category) & SCM
Transformation Leader**

Institute of Supply Chain
Management (ISCM)
Awards 2025



**Innovation in Quality
Award & Quality Culture
Ambassador Award**

Pharma Excellence Awards 2025



**Manufacturing
Excellence Award**

Hurun India's DET Hurun
Awards 2025



**Excellence in Sustainable
Packaging**

Indian Packaging Awards at the
13th Innopack Pharma Confex



**Great Indian Treasury
Leadership Team of the
Year**

Great Indian Treasury Leaders
Summit and Awards 2025



**In-house Team of the Year
& Leadership Excellence
Award**

Legal Era Indian Awards
2024-25



About Us

Driving global reach, purpose-led innovation, and sustainable impact

Strides is a global pharmaceutical company that develops, manufactures, and markets a wide range of high-quality, affordable generic medicines. Our diverse portfolio spans complex generics across multiple dosage forms including tablets, hard capsules, sachets, liquids, nasal sprays, topicals, and controlled substances. With our agile R&D, end-to-end integration, and a strong global distribution network, we bring differentiated products to market across the U.S., Australia, Europe, Africa, and Emerging Markets.



Key Facts

215+Approved
Abbreviated New
Drug Applications
(ANDAs)**400+**Registrations for Other
Regulated Markets**100+**Countries with
Strides' footprint**53%**Revenue contribution
from the U.S.**3,690**

Global workforce



We bring together scientific depth, operational agility, and a relentless focus on quality to deliver differentiated solutions at scale. Our strategic emphasis on complex generics and access-led opportunities has enabled us to create meaningful value for healthcare systems in over 100 countries.

In regulated markets such as the U.S., Europe, Australia, and Canada, we are recognised for our compliance strength and formulation expertise. At the same time, we are expanding our footprint in high-growth geographies across Africa, Asia-Pacific, the Middle East and

Latin America, supported by a diversified product mix and a sharp execution focus.

We continue to play a vital role in advancing access to treatments for malaria, tuberculosis, HIV, and other critical conditions. Our WHO-prequalified site in Kenya serves as a cornerstone of our institutional strategy, enabling us to support healthcare systems across Africa with quality-assured, affordable medicines.

What differentiates us is our ability to respond to complexity with speed and precision. Our integrated teams across R&D, regulatory, quality, and supply

chain work in lockstep to bring sustainable, science-backed solutions to market. Investments in digital quality systems and automation further strengthen our operational consistency and global competitiveness.

Our people are the foundation of our strength. Their expertise, passion, and resilience continue to drive our success, enabling us to navigate evolving demands and stay future-ready.

As we look ahead, we remain anchored in our founding ethos: delivering value, sustainably, through innovation, integrity, and impact on a global scale.

7

World-class manufacturing facilities spanning four continents (4 USFDA-approved)

Zero

Outstanding regulatory observations

73

Commercial products in the U.S.

225+

R&D team size



Our Vision

To be the leading Indian pharma multinational with a reputation for the highest quality and integrity.



Our Mission

With a differentiated portfolio focused on attaining leadership, we will provide an unparalleled opportunity for our people and value creation opportunity for our stakeholders.

Our value

Integrity

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

Efficiency

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

Competency

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



Our Presence

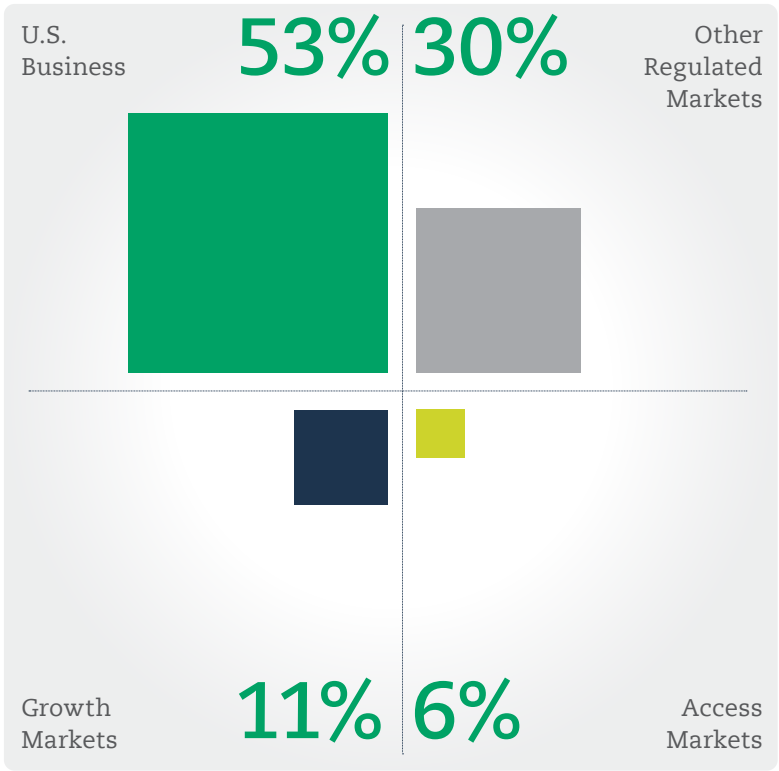
Transforming care
with global reach

1
New York

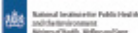
United States

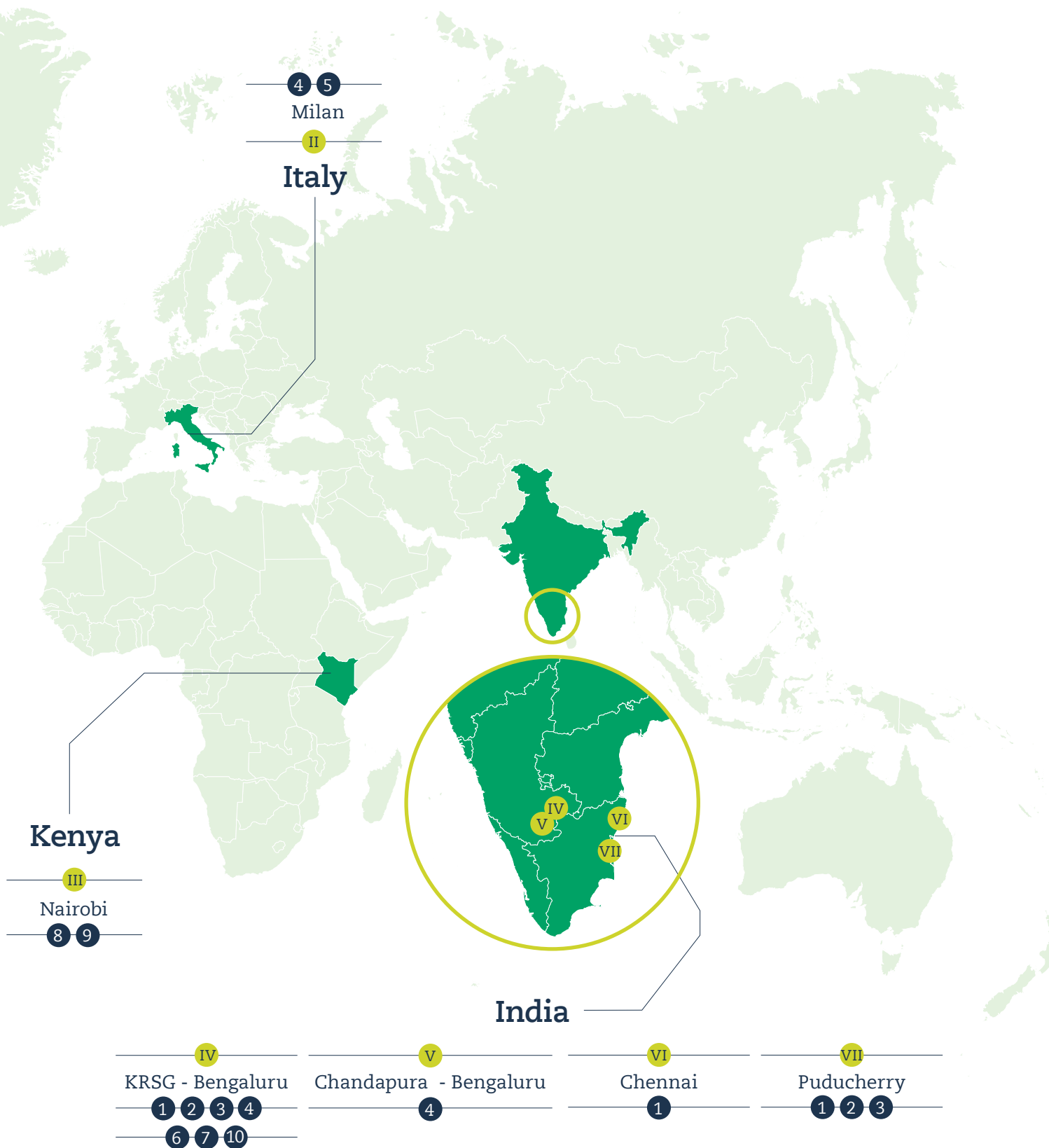
Local presence in Chestnut Ridge, U.S. enabling niche domains like Control Substances, Nasal Sprays, and TAA-compliant products

Market-wise revenue split in FY 2024-25



Regulatory Approvals

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



Our Journey so Far

Amplifying value with defining milestones

Our journey has been marked by a series of defining milestones that reflect our ability to scale with purpose and adapt with agility. Strategic expansions, global partnerships, and the creation of differentiated platforms have helped us strengthen our position across regulated and emerging markets. At every stage, our focus has remained consistent, ensuring quality, expanding access, and building capabilities that are both relevant and future-ready. These milestones continue to generate meaningful synergies, fuelling our sustainable growth and expanding our impact across the healthcare value chain.



1990-2007



Era of foundation building and early growth



1990

Strides incorporated



1996

Started own manufacturing



1996-2007

- Commenced first sterile facility, GSK being the first CMO partner
- Created Oral Solid Dosage capabilities
- Sharpened focus on Regulated Market



2008-2015

Era of scaling, strategic partnerships, and value unlocking



2008

Built scale and capabilities in Australasia

2009-10

- Restructured business divisions into Pharma and Specialty
- Rebranded Specialty Division as 'Agila'
- Raised ~US\$ 100 Million via QIP

2012

Divested Australasia business to Watson, realising AUD 375 Million in value

2013

Sold Injectables business to Mylan for an EV of US\$ 1.6 Billion, distributed US\$ 655 Million among partners, employees, and stakeholders

2015

- Raised ~US\$ 150 Million via QIP
- Merger with Shasun Pharmaceuticals
- Re-entered Australia through Arrow



2016-2025

Era of portfolio focus and global expansion



2018

Demerged Commodity API Business to Solara Active Pharma Sciences

2019

Sold Australia Business for AUD 394 Million

2021

Acquired manufacturing facility at Chestnut Ridge, New York

2023

Announced creation of OneSource - India's first Specialty Pharma Pure Play CDMO

2025

Delivered ₹78,800 Million in value to shareholders through the listing of OneSource

Business Model

Strengthening access through strategic integration

We operate a synergistic business model that brings together complex product capabilities, globally scaled manufacturing, and differentiated R&D expertise. This integrated approach empowers us to respond swiftly to dynamic market requirements, while bolstering reach across regulated and emerging markets.





Financial Strength

We create sustainable value through prudent capital allocation and disciplined financial management.

- **Equity:**
₹25,518 Million
- **Net Debt*:**
₹15,222 Million

As on March 31, 2025

* Net debt is arrived post adjusting for 'Deferred consideration receivable'

R&D Capabilities

We focus on innovation-led growth. Our advanced R&D engine, built on formulation expertise and regulatory insight, has powered the curation of a best-in-class, differentiated portfolio.

- 225+ R&D professionals
- 230+ cumulative ANDA filings

Manufacturing Scale

We operate a diversified network of world-class manufacturing facilities across India (Bengaluru, Puducherry, Chennai), the U.S., Italy, and Kenya, amplifying scale, flexibility, and global reach.

- 7 manufacturing sites across 4 continents
- 4 USFDA-approved facilities

Global workforce

We draw strength from a global team that drives execution excellence across every function. Backed by sound technical depth and a culture of accountability, our people continue to create global benchmarks in quality and compliance across operations.

- 3,690 employees worldwide

CORE BUSINESS FUNDAMENTALS

Strong Governance

High-end manufacturing

Seven global facilities delivering diverse capabilities to meet varied market needs, with a strong emphasis on regulatory compliance and quality.

Strategy

Differentiated portfolio

Broad portfolio spanning oral solids, liquids, topicals, and specialty formats, including tablets, capsules, powders, sachets, sprays, suppositories, gels, and advanced forms like time-release and dispersible technologies.

Capital Allocation

Integrated R&D base

Integrated R&D powers IP-led product development with right-first-time filings, enabling faster approvals and global reach via fungible dossiers. Strong quality and compliance culture underpins our efficient R&D infrastructure.

Technology-led compliance

Technology-driven systems and digital tools ensure compliance, quality, and governance, backed by strong IT and quality assurance for regulatory alignment and operational efficiency.

Risk Management

People

ESG

Patients and End-users

We support global public health by developing and delivering affordable, high-quality medicines that improve access and outcomes for patients across the world.

100+ countries
Global presence

Suppliers

We forge transparent, collaborative partnerships that drive mutual growth, innovation, and supply chain efficiency.

68%
Vendors and Suppliers attended Capacity Building Workshops on ESG

Communities

We create tangible impact on the underserved communities to uplift their lives through healthcare, education, and livelihood initiatives.

11,150+
Beneficiaries of CSR programmes

Environment

We minimise our environmental footprint by adopting sustainable practices in energy usage, waste management

Net Zero
Strides Pharma UK Ltd, a step down wholly owned subsidiary of Strides has committed to achieving net-zero emissions by 2045

Founder & Non-Executive Chairperson's Message

Celebrating milestones with future readiness



Dear Friends,

FY 2024-25 was not just a standout year in terms of performance – it also marked a deeply meaningful milestone in our journey: **35 years of Strides.**

From our inception in 1990 to becoming a global pharmaceutical company, one quality that has defined Strides is resilience. Through cycles of disruption, change, and reinvention, we have consistently adapted, evolved, and delivered. FY 2024-25 was a fitting tribute to that legacy. The last few years have demanded tough choices and bold decisions. We undertook a deliberate and comprehensive reset to simplify our structure, sharpen our strategy, and build a foundation for consistent, quality-led growth.

FY 2024-25 marks the successful completion of this reset, culminating in our best-ever operational performance and financial outcomes. Just as importantly, it has restored strategic clarity and execution momentum.

FY 2024-25: A year of financial outperformance and operating strength

We closed the year with our highest-ever operating PAT and crossed ₹8,000 Million in EBITDA for the first time. We also delivered eight consecutive quarters of EBITDA growth, underscoring the durability of our operating model. Our Net Debt-to-EBITDA ratio improved to 1.9x, reflecting strong cash generation and prudent capital allocation.

Our U.S. business, which continues to be our primary growth engine, grew 22% year-on-year to US\$ 291 Million, outperforming guidance and strengthening its leadership position. We also sustained healthy growth across Other Regulated Markets and achieved a 24% year-on-year increase in Growth Markets, driven by portfolio expansion, increased regulatory filings, and deeper partner networks.

OneSource: Value, unlocked

FY 2024-25 also marked a transformational milestone with the successful listing of OneSource, India's first Specialty Pharma CDMO platform. This was not merely a structural move, it was a strategic action to unlock ₹78,800 Million in shareholder value, return capital to Strides, and create two high-potential businesses with focused mandates and governance. This move embodies our commitment to value creation through strategic clarity, simplification, and accountability.

A strengthened governance backbone

This was also a year of leadership transition. I formally stepped into the role of Non-Executive Chairperson, remaining closely involved in guiding Strides' long-term vision. It has been immensely satisfying to see Badree take charge as Managing Director & Group CEO, leading from the front with precision, discipline, and a strong people-first approach.

We also strengthened our Board with new independent directors, resulting in a more balanced and diverse composition. Five out of eight directors are now independent, including two independent women directors. This ensures robust governance, broader perspectives, and greater accountability as we chart our next phase.

ESG: Embedded in our culture

Our ESG journey gained external validation with a strong debut in the S&P Global Corporate Sustainability Assessment, placing us in the 94th percentile globally, with top scores across Social, Governance, and Customer Relations. ESG at Strides is not an obligation—it is embedded in how we operate and the impact we strive to create every day.

The road ahead: Focused execution, scalable vision

As we step into FY 2025-26 and beyond, our path forward is defined by clarity and ambition. **Three principles will guide our journey:**

- 1 Operate with discipline** on cost, capital, and execution.
- 2 Grow with purpose** through focused innovation, targeted markets, and strategic partnerships.
- 3 Create enduring value** for patients, shareholders, and the broader healthcare ecosystem.

We remain committed to building a future-ready enterprise, one that is structurally sound, globally competitive, and anchored in purpose.

In Gratitude

As we celebrate 35 years of Strides, I do so with deep gratitude, for the trust, belief, and support that have brought us here. We're still building, still evolving, and moving forward with clarity, conviction, and renewed purpose.

To our Board, leadership team, employees, partners and especially to you, our shareholders – thank you for being part of this journey. Your confidence remains our greatest strength.

With discipline at the core and growth as our commitment, we are confident of building a stronger, more valuable Strides—one that delivers sustainable impact for years to come.

Warm regards,
Arun

66

As we celebrate 35 years of Strides, I do so with deep gratitude, for the trust, belief, and support that have brought us here.

Message from the Managing Director & Group CEO

Disciplined execution driving sustainable growth



17.2%

Revenue growth

1.9x

Net Debt to EBITDA

21.8%

U.S. business growth

Dear Shareholders,

FY 2024-25 was a pivotal year for Strides, one where we reaped the full benefits of our transformation journey. Our success was shaped by five core themes that guided our actions across the organisation: **growth, efficiency, profitability, governance, and sustainability & compliance.**

These pillars drove focused execution, strengthened operational rigour, and enabled us to deliver robust revenue and profit growth.

Today, we have 73 commercialised products in the U.S., and we hold top-3 positions in 36 of them. We are also excited to have filed our first nasal spray product with the USFDA—part of our broader US\$ 400 Million revenue ambition for this market in the next 2–3 years.

At the start of FY 2024-25, we set out four clear financial objectives that we would measure. I am pleased to share that we not only achieved these goals—we exceeded each one of them:

Revenue Growth

We had guided for growth between 12% to 15%, and I'm pleased to say we delivered 17.2% year-on-year growth, well above the upper end of our expectations.

EBITDA

Our target was to close the year with EBITDA between ₹7,500 to ₹8,000 Million. We ended the year at ₹8,028 Million, crossing the top end of our range.

Net Debt to EBITDA

We aimed to bring this ratio below 2.0x. We achieved 1.9x, a clear signal of our financial discipline and improved leverage.

U.S. Business Performance

We had forecasted revenue between US\$ 275 to US\$ 290 Million from the U.S. market. We closed at US\$ 291 Million, once again ahead of guidance. What makes this even more encouraging is that the U.S. business grew by 21.8% in rupee terms, significantly higher than the overall company average.

These milestones are a testament to our focused strategy, the quality of our execution, and the commitment of our teams across the world.

Strength in the U.S.: A key strategic pillar amidst regulatory uncertainty

Our U.S. business recorded revenue of US\$ 291 Million (₹24,457 Million), exceeding the outlook of US\$ 290 Million, and registering above company growth of 21.8% year-on-year in rupee terms. U.S. business contributes 53% of our revenues and continues to be a cornerstone of our growth strategy. In FY 2024-25, we launched 7 products, received 5 approvals, and sustained market share across our portfolio.

Today, we have 73 commercialised products in the U.S., and we hold top-3 positions in 36 of them. We are also excited to have filed our first nasal spray product with the USFDA—part of our broader US\$ 400 Million revenue ambition for this market in the next 2–3 years.

Importantly, we remain vigilant of evolving regulatory and policy landscapes. Recent proposals by the U.S. Government to impose new tariffs on pharmaceutical imports have introduced an element of uncertainty. While the exact scope and implementation timelines remain under discussion, we are actively assessing the implications and preparing mitigation strategies.

What sets us apart in the U.S. is our supply chain agility and customer-first approach. Our industry-leading service levels have enabled us to strengthen relationships with customers while minimising penalties and ensuring uninterrupted supply. As we move forward, we will accelerate launches from our robust ANDA basket, invest in differentiated technologies, and expand our pipeline through partnerships and in-licensing—all while staying responsive to the dynamic policy and market environment.

Message from the Managing Director & Group CEO

We are proud to share that Strides received an ESG score of 76/100 and a CSA score of 75/100 in its debut submission to the S&P Global Corporate Sustainability Assessment. This places us in the 94th percentile globally among peers in the DRG Pharmaceuticals industry.



S&P Global has further recognised Strides Pharma in their prestigious '2025 Sustainability Yearbook', placing us amongst 'Top 10% S&P Global CSA Score' worldwide across all industries.

Other Regulated Markets: Strengthening the core

Our performance across Other Regulated Markets remained resilient and consistent, with the business recording revenue of ₹13,585 Million (US\$ 162 Million) with a 13.5% year-on-year growth in FY 2024-25. This growth was led by strong contributions from the U.K. and Nordic regions, where we saw robust volume expansion and long-term contract wins. Our momentum in Europe was further supported by strategic in-licensing, deeper customer engagement, and expansion of our product portfolio.

Looking ahead, we aim to further strengthen our presence through focused geographic expansion, sustained momentum in filings and approvals, and an unwavering commitment to quality and service. Our strategy of targeted portfolio growth, enabled by a robust front-end network and a highly efficient backend, positions us well to capture emerging opportunities, increase wallet share, and enhance pricing power across key markets.

Growth and Access Markets: Building Scalable Platforms

Growth Markets saw positive traction with revenue of ₹4,927 Million (US\$ 59 Million) growing at a robust 24.2% year-on-year, reflecting the increasing relevance of these regions in our global strategy.

We are investing meaningfully in regulatory infrastructure and R&D to unlock new value here. Our focus on portfolio maximisation supported by a pipeline of new filings, partner expansion, and smart market entry positions us well to outpace our Company's average growth rate in these markets going forward.

The Access market (donor-funded) remains structurally important, despite its inherent volatility. While we saw a slight decline in FY 2024-25 due to limited tender allocations, FY 2025-26 allocation has increased, giving us better visibility and a stronger base for growth in the coming years.

ESG: A Foundation for Long-Term Impact

We are proud to share that Strides received an ESG score of 76/100 and a CSA score of 75/100 in its debut submission to the S&P Global Corporate Sustainability Assessment. This places us in the 94th percentile globally among peers in the DRG Pharmaceuticals industry. We achieved 97th percentile in the Social and Governance, with 87th percentile in Environment. We also achieved 100th percentile in Customer Relations, recognising our efforts in customer focus.

S&P Global has further recognised Strides Pharma in their prestigious '2025 Sustainability Yearbook', placing us amongst 'Top 10% S&P Global CSA Score'

worldwide across all industries. We remain committed to strengthening ESG integration across our operations and raising the bar each year in our disclosures, performance, and impact.

Value Creation through Simplification: OneSource Listing

We are pleased to share that with the successful listing of OneSource, we have delivered incremental value of ₹78,800 Million for Strides' shareholders. This milestone is a testament to our philosophy of creating value for all stakeholders.

Navigating Uncertainty with Resilience

The global environment remains dynamic, shaped by macroeconomic volatility, ongoing geopolitical tensions, and rising protectionist policies. While these factors introduce uncertainty, they also reaffirm the need for resilient business models and agile decision-making.

At Strides, our de-risked manufacturing, supply chain, lean cost structure, and diversified portfolio provide us a strong shield. We continue to strengthen our governance and risk management practices while staying focused on execution.

Looking ahead: Sustained Focus, Sharpened Execution

We are entering FY 2025-26 with renewed confidence. Our strong business momentum, product pipeline, and prudent capital allocation position us well to deliver profitable growth and create sustained value.

Recognising Excellence across Strides

Before I close, I would like to take a moment to acknowledge the remarkable external recognition our teams have earned this year—a true reflection of the depth of excellence across our organisation.

What stands out is that every core function—be it R&D, Quality, Manufacturing, HR and Treasury—has been recognised by credible external institutions. These recognitions validate the discipline, innovation, and commitment demonstrated by our teams across the board.

We are now at a pivotal juncture where the foundation we've laid will support ambitious growth, long-term sustainability, and enhanced value creation for all stakeholders.

I would like to thank our Board for its guidance, our team for their dedication, and our partners for their trust. Most importantly, I thank you—our shareholders—for your continued confidence in our journey.

Warm regards,
Badree

66

We are now at a pivotal juncture where the foundation we've laid will support ambitious growth, long-term sustainability, and enhanced value creation for all stakeholders.

From the CFO's Desk

Delivering financial excellence and operational resilience



In conversation with

Vikesh Kumar

Group CFO

Robust financial performance,
resilient operational execution
and significant value accretion

We sustained strong business momentum through focused execution, margin discipline, and efficient capital deployment. Our performance reflects a deliberate strategy to balance growth with financial resilience. While revenue continued to expand at a healthy pace, we also made significant progress on our operating profitability goals.

Strong internal cash generation enabled us to invest in future-ready capabilities, while simultaneously reducing debt and strengthening our balance sheet. With a clear focus on operational efficiency and value creation, we remain well-positioned to deliver on our commitments and sustain long-term performance.

Vikesh, having been with Strides for over 15 years, how have you seen your journey shape up your first year as the CFO?

It has been a privilege to be part of Strides' remarkable value creation journey over the past 15 years, marked by record dividend distributions and strategic demergers.

The focused efforts of the last 12 quarters have resulted in consistent financial performance, underpinned by disciplined execution. FY 2024-25 was a defining year—not only for our record financial outcomes but also for the structural strengthening of our business. The successful demerger of the soft gelatin division and the listing of OneSource marked a significant milestone in this journey. Post-demerger, the strength of our retained business came to the fore, reflected in robust profitability, strong cash flows, and enhanced returns. As the CFO, I am honoured to continue a rich legacy focused on high quality metrics of profitability, efficiency, and growth across our businesses. I feel very proud of what we have accomplished and excited about the journey ahead.

How would you summarise Strides' financial performance in FY 2024-25?

FY 2024-25 was a year of strong and broad-based financial performance, characterised by consistent execution across all four quarters. EBITDA rose by 37% to ₹8,028 Million, with a margin expansion of 252 basis points to 17.6%, a result of both robust topline growth and disciplined cost management.

Operational PAT stood at ₹3,447 Million, with a 12x growth translating into our highest-ever operational EPS of ₹37.5 per share. Reported PAT from Continuing Operations came in at ₹4,094 Million and reported EPS reached ₹44.05, aided by one-time gain from our continuing investment in OneSource. A notable highlight was the improvement in EBITDA-to-PAT conversion, which increased to 52% in Q4 – highlighting the strength of our underlying operating leverage.

This disciplined performance across all key metrics provides a strong foundation for sustainable growth in the coming years.

66

Operational PAT stood at ₹3,447 Million, with a 12x growth translating into our highest-ever operational EPS of ₹37.5 per share. Reported PAT from Continuing Operations came in at ₹4,094 Million and reported EPS reached ₹44.05, aided by one-time gain from our continuing investment in OneSource.



From the CFO's Desk



66

On the balance sheet front, we made substantial progress on debt reduction. Net debt decreased by ₹5,128 Million, closing at ₹15,222 Million.

What helped drive this improvement in profitability?

Every initiative across the organisation is aligned with a clear focus on profitability. Disciplined pricing in product launches and thoughtful market share expansion strategies have supported sustained gross margin improvement. Operational leverage was further enhanced by ongoing efforts in manufacturing efficiency and cost optimisation across freight, materials, and employee expenses, resulting in meaningful EBITDA margin expansion. Our continued emphasis on debt reduction and interest cost management led to a significant decline in finance costs during the year.

Overall, our profitability-focused approach delivered strong results, revenues grew by 17%, EBITDA increased by 37%, and Operational PAT rose 12-fold.

Can you talk about your cash flow and debt performance during the year?

FY 2024-25 was a standout year for us in terms of strengthening our financial foundation. We generated robust operating cash flow of ₹6,844 Million, equivalent to 85% of our reported EBITDA, enabled by a very efficient cash-to-cash cycle of 117 days. After investing ₹2,425 Million largely in impactful capital expansion programmes, we delivered a healthy free cash flow of ₹2,295 Million.

On the balance sheet front, we made substantial progress on debt reduction. Net debt decreased by ₹5,128 Million, closing at ₹15,222 Million*. This figure factored in the transfer of ₹2,833 Million in debt to OneSource as part of the demerger. Consistent with our profitability focus we also took proactive steps to retire high-cost borrowings, resulting in a gross debt reduction of ₹6,189 Million during the year and brought down the outstanding corporate guarantees to Stelis to zero.

* Net debt is arrived post adjusting for 'Deferred consideration receivable'

Our Net Debt-to-EBITDA ratio improved to 1.9x*, ahead of our guidance of 2.0x. Going forward, we remain focused on improving our net debt profile, as we continue to generate strong internal accruals.

As on date, we continue to own 1.6% in treasury investment in OneSource, valued at ~₹3,000 Million, which further improves our liquidity and debt profile.

How have your return ratios evolved post-demerger?

Post-demerger, our return metrics now accurately reflect the performance of the retained business. We concluded FY 2024-25 with a Return on Capital Employed (ROCE) of 14.86%, a substantial improvement over 9.7% recorded in FY 2023-24. Even when compared to the reported ROCE of 12.83% in FY 2023-24, which included the very efficient and profitable softgel business, this marked a significant step-up.

The improvement was driven by enhanced capital productivity and stronger profitability. Our fixed asset turnover rose to 4.95x, reflecting better utilisation of manufacturing infrastructure. Looking ahead, we remain focused on driving further value through calibrated capital expenditure and efficient working capital management.

Efficiency metrics have also seen notable progress. What are the key highlights there?

We made steady gains across efficiency levers. The cash-to-cash cycle reduced to 117 days from 129 in Q1, even as we maintained higher inventory levels for supporting growth momentum. This improvement allowed us to fund working capital and capex internally. Moreover, our operating cost-to-revenue ratio improved to 39%, down from 40% last year, driven by better overhead control.

How have interest costs and effective tax rates evolved during the year, and what is the outlook going forward?

We pursued a structured approach to optimise our borrowing profile – combining debt reduction, a shift towards lower-cost

instruments, and improved treasury management. As a result, gross finance costs declined by 27% from Q1 to Q4. For the full year, our net finance cost stood at ₹1,957 Million, with Q4 interest cost at ₹439 Million. With our focus on cash generation and debt reduction, we expect to see improvements in FY 2025-26 as the benefits of deleveraging continue to play out.

Our effective tax rate for FY 2024-25 was 18.4%, consistent with our outlook of 18–20%. This level is expected to hold steady and remain within this band in the near term, subject to changes in jurisdictional tax laws and our evolving geographic revenue mix.

How do you view the demerger and its financial impact on Strides?

The demerger of our high-margin soft gelatin business was a well-considered strategic step aimed at unlocking value and augmenting organisational focus. It enabled the establishment of OneSource as India's first pure-play, innovation-led CDMO platform. For Strides, it allowed structural simplification, sharper focus on our core generics business, and a stronger balance sheet through the transfer of associated debt and liabilities.

Our continuing investment in OneSource, currently valued at ~₹3,000 Million, also offers long-term value creation potential. The one-time gain of ₹31,881 Million, arising from the demerger, is reported under discontinued operations, thereby preserving the integrity of our core profitability metrics, which continue to demonstrate strong performance and resilience of the retained business.

You mentioned continued investments during the year. Where was the capex focused?

Our capex of ₹2,425 Million in FY 2024-25 was strategically allocated to amplify core capabilities across manufacturing, R&D, and compliance. Key areas included line enhancements, digital upgrades, and capacity enhancements to support product launches and market expansion.

66

Our capex of ₹2,425 Million in FY 2024-25 was strategically allocated to amplify core capabilities across manufacturing, R&D, and compliance.

From the CFO's Desk

66

On the governance front, we strengthened internal controls, augmented policy compliance, and sharpened risk management.

Importantly, all investments were fully funded through internal accruals, demonstrating the robustness of our cash flows and the discipline of our capital management.

What role has digital transformation played in the finance function this year?

Digital transformation has been a major enabler in reshaping our finance function into a forward-leaning, value-accretive partner to the business. The ongoing migration to SAP S/4HANA marks a pivotal shift, aimed at enabling real-time financial visibility, enhancing compliance, and driving seamless integration across business units.

We also advanced automation across critical workflows, including accounts payable and treasury, resulting in faster turnarounds, improved accuracy, and tighter control mechanisms. Reconciliation and vendor processing timelines recorded significant enhancement, demonstrating tangible benefits of these measures.

On the governance front, we strengthened internal controls, augmented policy compliance, and sharpened risk management. Collectively, these initiatives have elevated finance from a support role to a strategic partner in driving sustainable, profitable growth.

What's the outlook for FY 2025-26 from a financial perspective?

Building on the momentum of FY 2024-25, we enter FY 2025-26 with a fortified financial position. This robust footing is characterised by a leaner balance sheet, stronger profitability, and better returns. Our focus remains on profitable growth, capital efficiency, and robust cash flow generation.

Key priorities include sustaining margin discipline, optimising costs, and further deleveraging. At the same time, we see scope for selective investments in R&D, digital, and branded markets to align with our differentiated strategy.

With a sharper execution framework and continued financial prudence, we are well-positioned to sustain our growth momentum and deliver long-term value to all stakeholders.

Financial Performance

Revenue (₹ in Million)

FY 2024-25 | 45,653

FY 2023-24 | 38,945

EBITDA (₹ in Million)

FY 2024-25 | 8,028

FY 2023-24 | 5,868

Operational PAT* (₹ in Million)

FY 2024-25 | 3,447

FY 2023-24 | 279

FY 2024-25 Quarterly Trend

₹ in Million unless specified

Total Revenue

Q4 | 11,904

Q3 | 11,537

Q2 | 11,669

Q1 | 10,543

Revenue from the United States

Q4 | 6,515

Q3 | 6,121

Q2 | 6,180

Q1 | 5,641



Operational EPS[#] (₹)	Cash-to-Cash Cycle (Day)	EBITDA Margins (%)
FY 2024-25 37.5	FY 2024-25 117	FY 2024-25 17.6
FY 2023-24 3.1	FY 2023-24 129	FY 2023-24 15.1
Net Debt** to Equity (x)	Net Debt** to EBITDA (x)	Current Ratio[^] (x)
FY 2024-25 0.59	FY 2024-25 1.90	FY 2024-25 1.24
FY 2023-24 0.98	FY 2023-24 2.72	FY 2023-24 1.10
RoCE (%)	Fixed Asset Turnover Ratio (x)	*Operational PAT = Reported PAT from continuing operations excluding exceptional items **Net debt is arrived post adjusting for 'Deferred consideration receivable' [^]Current liabilities exclude current maturities of long-term borrowings [#]EPS on Adjusted PAT
FY 2024-25 14.86	FY 2024-25 4.95	
FY 2023-24 12.83	FY 2023-24 4.60	

Gross Profit and Gross Margin

Q4	6,914	58.1%
Q3	6,735	58.4%
Q2	6,159	52.8%
Q1	6,045	57.3%

EBITDA and EBITDA Margin

Q4	2,179	18.3%
Q3	2,103	18.2%
Q2	1,846	15.8%
Q1	1,900	18%

Operational PAT

Q4	1,130
Q3	925
Q2	761
Q1	631

Revenue from the Other Regulated Markets

Q4	3,514
Q3	3,451
Q2	3,310
Q1	3,037

Revenue from the Growth Markets

Q4	1,286
Q3	1,214
Q2	1,368
Q1	1,060

Revenue from the Access Markets

Q4	589
Q3	812
Q2	750
Q1	533

Board of Directors

Guiding the course



Arun Kumar

Non-Executive Chairperson



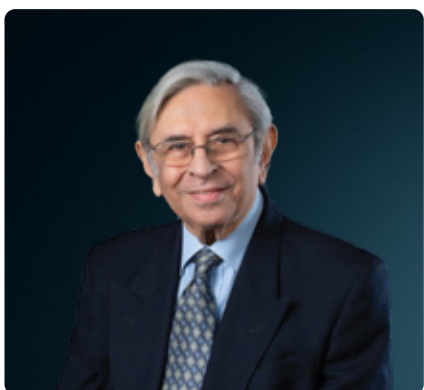
Dr. Kausalya Santhanam

Independent Director



Mukta Arora

Independent Director



Homi Rustam Khusrokhhan

Independent Director



Subir Chakraborty

Independent Director



Ameet Hariani

Non-Executive Chairperson



Badree Komandur

Managing Director & Group CEO



Aditya Kumar

Executive Director -
Business Development



Leadership Team



Badree Komandur

Managing Director & Group CEO



Aditya Kumar

Executive Director -
Business Development



Ramaraju PVS

Chief Operating Officer



Umesh Kale

Chief Quality Officer



Vikesh Kumar

Group CFO



Surabhi Loshali

Group Chief Human Resources Officer



Terrrence Fullem

President, US Business



Sormistha Ghosh

Group General Counsel, Chief Risk
Officer & Chief Sustainability Officer



Amol Mehta

Chief Business Officer, Other
Regulated Markets



Manjula Ramamurthy

Company Secretary &
Compliance Officer

Product Portfolio

Advancing market presence through a differentiated portfolio strategy



In conversation with

Aditya Kumar

Executive Director and Head of Business Development



230+
ANDAs filed

215+
Approved ANDAs

73
Commercial Products
in the U.S.

400+
Registrations in Other
Regulated Markets

We are shaping our future-leaning portfolio through a dynamic and diversified product strategy that spans chronic and acute therapy areas. By harnessing a strong pipeline of complex generics and value-added formulations, we continue to foster therapeutic depth and patient-focused solutions. A combination of selective ANDA filings, strategic acquisitions, and high-impact in-licensing agreements drive forward our global ambitions.

Simultaneously, we conduct regular portfolio assessments to identify opportunities for optimisation, ensuring that each product aligns with evolving market needs. This adaptive and disciplined approach enables us to sustain growth momentum and enhance competitiveness across key regulated and emerging markets.

Can you provide a comprehensive overview of Strides' product portfolio and its strategic evolution?

Strides operates a diversified and future-ready product portfolio spanning acute and chronic therapy areas, with a predominant focus on oral generics across key regulated and emerging markets. As of March 2025, we have over 215 ANDAs approved, including but not limited to high-value domains such as controlled substances, unit-dose liquids, nasal sprays, and other complex formulations.

Our portfolio strategy is anchored in diversification, differentiation, and durability. We maintain a balanced mix of:

- **Base generics:** Including oral solids, liquids, and select topical products, which generate stable cash flows and ensure consistent presence in core markets like the US, the UK, Europe, and Australia.
- **Complex generics:** Comprising technically challenging products such as inhalation therapies, controlled substances, and difficult-to-formulate dosage forms. These products offer significant value due to their higher barriers to entry and limited competition.
- **Branded generics and specialty products:** In emerging markets, we continue to leverage our brand equity to grow branded generics and specialty medicines, supported by a combination of in-house and external manufacturing, market-specific strategies, and established brand equity.

Over the past year, our portfolio strategy has evolved from a broad generics focus to a more selective and differentiated approach. We are investing in high-barrier technologies and advancing through a combination of ANDA acquisitions, 505(b)(2) developments, and value-added generics.

We are also reviving dormant assets and exploring new dosage innovations to strengthen lifecycle value. This dynamic and adaptive strategy allows us to optimise revenue streams, mitigate pricing pressures, and sustain long-term competitiveness across geographies.

What is Strides' approach to portfolio optimisation and rationalisation?

As part of our broader operational efficiency agenda, we regularly review the performance of our commercial portfolio across all markets. This disciplined approach has led us to exit underperforming products and therapeutic areas with unsustainable margins. By streamlining the portfolio, we are able to reinvest resources into differentiated, high-value pipeline opportunities that offer stronger growth potential and long-term competitiveness.

How does business development support Strides' portfolio strategy and growth ambitions?

Our business development strategy is closely aligned with our goal of building a differentiated and future-ready portfolio, particularly in the complex generics space. We actively pursue the acquisition of approved or late-stage complex products, forge licensing partnerships with innovation-driven developers, and engage in co-development opportunities in high-technology categories.

These alliances not only accelerate speed to market but also diversify risk and enhance our technical capabilities, enabling us to respond more effectively to evolving market needs and maintain a competitive edge.



Product Portfolio



We are deepening B2B partnerships in markets such as Germany, France, the Netherlands, Poland, Hungary, and the Czech Republic, while also expanding our focus to high-potential markets like France, Spain, and Italy.

How is Strides strengthening its product pipeline in the U.S. while navigating competitive pressures and policy uncertainties?

The U.S. remains our largest and most strategically important market. In FY 2024-25, we made significant strides in expanding our U.S. portfolio through the launch of multiple new molecules and the addition of value-added assets into our development pipeline. We also actively explore investments into additional technology domains, which offer long-term differentiation due to their complexity and limited competition.

Our launch strategy includes a balanced mix of new product introductions, revival of dormant assets, and development of alternate strengths—all aligned to address unmet clinical needs and capitalise on high-value opportunities. Several of these programmes are progressing through various stages of regulatory approval.

To navigate increasing competitive intensity and evolving policy uncertainties, including tariff-related developments, we have adopted a more selective and margin-conscious approach. We continue to prioritise limited-competition and complex technology products, while exiting commoditised, low-margin segments. Our flexible and resilient operating model enables us to manage risk, maintain continuity in supply, and drive sustainable long-term growth in the U.S. market.



Other Regulated Markets (ORM)

What were the key portfolio developments in Other Regulated Markets (ORM), and how is Strides maximising its presence in these regions?

In FY 2024-25, we strengthened our development pipeline across key ORM geographies, in-licensing products for markets like the UK, New Zealand, and Ireland, and initiated new launches via global development partners. We also conducted a portfolio assessment to identify high-potential molecules. Advancement decisions are guided by market attractiveness and technical feasibility.

Our strategy remains tailored to regional dynamics. In Europe, for instance, we are leveraging our established capabilities in technology-driven domains to expand offerings and deepen market penetration – laying the foundation for sustained growth across regulated markets.

How is Strides capitalising on opportunities in the UK and broader European markets amid evolving dynamics?

The UK remains one of our key markets, and our strategy is centred on leveraging the strengths of our global portfolio, in-licensing differentiated products from strategic partners, and investing in targeted in-house development, specifically catered for the UK. We continue to strengthen our presence through a steady pipeline of new product introductions and opportunity screening aligned with the unique needs of the UK market.

Across the broader EU region, our growth approach is shaped by diverse and evolving market dynamics. We are deepening B2B partnerships in markets such as Germany, France, the Netherlands, Poland, Hungary, and the Czech Republic, while also expanding our focus to high-potential markets like France, Spain, and Italy. Our efforts are driven by a commitment to high-value partnerships and product development strategies that align closely with local market requirements and regulatory frameworks.

What demand drivers and market developments are accelerating our growth in Australia, and what steps are we taking to reinforce our position?

Australia continues to be a strong growth market for Strides, driven by favourable regulatory dynamics, a growing demand for cost-effective generics, and increasing healthcare needs. To capitalise on these trends, we are focused on in-licensing differentiated, low-competition products that offer high value to the healthcare system.

Our strategy is further reinforced through strategic partnerships and targeted product launches that align closely with evolving market requirements. These actions are strengthening our position and enabling us to expand our footprint in one of our most promising markets.

How does R&D contribute to Strides' overall portfolio strategy and lifecycle management?

Our R&D engine plays a pivotal role in strengthening portfolio depth and driving long-term value. It is increasingly focused on complex dosage forms, high-impact filings, and value-added generics that align with our broader portfolio objectives. We follow a disciplined go/no-go framework to ensure optimal capital deployment across high-potential opportunities.

Key areas of focus include:

- Bioequivalence and clinical programmes for complex filings
- Device and delivery innovations such as nasal sprays
- Lifecycle extensions including new indications, alternate strengths, and novel dosage formats

We also incorporate real-world evidence and post-marketing insights to support regulatory submissions in additional markets, enabling broader global applicability and sustained commercial momentum.



Business Development and Strategic Priorities

Moving into the next fiscal year, what key global and regional priorities will drive our growth?

Our growth strategy for the upcoming fiscal year is guided by a set of clearly defined global and regional priorities. These include boosting the U.S. business through differentiated product development and expanding our UK operations through in-licensing agreements. In emerging markets, we leverage our branded generics platform to drive volume growth, supported by local partnerships and efficient supply chains.

We will continue to strike a balance between global scale and local relevance to sustain competitiveness and create enduring value across geographies.

Manufacturing Excellence

Driving efficiency and reliability across our global manufacturing network



In conversation with

Ramaraju PVS

Chief Operating Officer

We explore how our manufacturing strategy continues to evolve – balancing scale with agility, embedding digital systems, and fortifying compliance.



7

Manufacturing facilities

4 USFDA

Approved facilities

16 Billion

Units across multiple dosage formats

We continue to ramp up our manufacturing ecosystem to deliver agility, reliability, and long-term value. Backed by a de-risked, multi-site network and multi-format capabilities, our facilities are equipped to support dynamic product pipelines and regulatory expectations.

In FY 2024-25, we advanced digital integration, facilitated seamless new product rollouts, and strengthened our focus on sustainability and safety – amplifying our operational resilience and readiness for future growth across global markets.

Can you elaborate on our unique manufacturing capabilities, including the production across multiple dosage formats, while maintaining flexibility to handle diverse market needs?

Our manufacturing capabilities form a critical part of our competitive advantage. We operate top-of-the-line facilities designed to support a broad spectrum of dosage formats, including tablets, capsules, sachets, liquid, and gels. These capabilities are backed by strategic capacity expansion programmes, robust technology platforms, and lean operating systems. Our plants are compliant with diverse regulatory requirements and market dynamics across more than 100 countries. This integrated and flexible setup enables us to scale quickly in response to demand shifts, manage product complexity efficiently, and ensure uninterrupted supply. Our strength lies in balancing high-volume manufacturing with the agility to handle niche and differentiated products, tailored to the needs of various global markets.

We are planning to launch several products over the next three years. How do you align manufacturing operations to serve this growing demand?

We have charted a well-defined product launch roadmap for 2025-28 and actively aligned our manufacturing operations to support this pipeline. Our ability to accelerate time-to-market is driven by close coordination between R&D, regulatory,

quality, manufacturing, and supply chain teams. Several high-impact launches in FY 2024-25 reflected our execution capabilities and speed.

To support future scale and complexity, we have invested in flexible, modular manufacturing infrastructure that allows rapid adaptation to different product profiles and volumes. This ensures we maintain high service levels and meet market demand without compromising on quality or compliance.

What impact has Project RISE had on operational excellence and transformation?

The Project RISE has been instrumental in driving transformative improvements across our manufacturing and quality ecosystem. By focusing on key cost drivers, including energy, fuel, and indirect expenses, we achieved measurable operational efficiencies, leading to significant reduction in our cost per 1,000 pills and bolstering overall cost competitiveness. Additionally, we placed strong emphasis on shopfloor engagement, fostering a culture of continuous improvement and accountability. The initiative also helped drive significant gains in throughput, with over 20% improvement in equipment speed and availability. These outcomes demonstrate how Project RISE has helped embed operational excellence into our day-to-day activities.



Manufacturing Excellence



We have embedded advanced manufacturing technologies and digital platforms across our operations to drive productivity, consistency, and scalability.

What initiatives have you undertaken to optimise the manufacturing network?

We have adopted a structured and strategic approach to optimise our manufacturing footprint. Key initiatives include consolidation of operations where feasible, targeted investment in automation, and capacity expansion at high-efficiency sites. Our facilities were upgraded to accommodate a broader portfolio of complex products, positioning us strongly to deliver top-quality generics in multiple formats. Additionally, we continue to evaluate strategic locations that provide logistical and regulatory advantages. These network optimisation efforts have significantly improved capacity utilisation, augmented cost-effectiveness, and reduced lead times, further strengthening our market responsiveness.

Can you explain Strides' de-risked manufacturing and design strategy, including the use of multiple mirror facilities?

Our de-risked manufacturing strategy is centred around resilience and redundancy. We operate multiple mirror facilities across different geographies, each equipped to manufacture identical products with consistent quality. This approach mitigates the risks associated with localised disruptions, be it regulatory, operational, or supply-chain related, while ensuring continuity of supply to our key markets. Moreover, it allows for strategic allocation of production based on cost, regulatory, and logistical considerations. This robust, flexible manufacturing model has been critical in maintaining service excellence and supporting our global commitments.

How does the Company manage its supply chain to mitigate raw material risks and ensure uninterrupted operations?

Global Product Supply (GPS) at Strides is designed to proactively mitigate raw material risks and ensure uninterrupted operations. Our supply chain planning integrates real-time data on supplier performance, lead times, and risk exposures, enabling proactive decision making. Close coordination between procurement, operations, and quality teams ensures continuity in raw material supply and timely manufacturing execution. We

maintain a multi-vendor procurement strategy, particularly for key APIs and excipients, to minimise dependency on any single source. Strategic inventory buffers are maintained for critical materials to cushion against potential disruptions.

How are we leveraging technology and digital systems to enhance operational efficiency and competitiveness?

We have embedded advanced manufacturing technologies and digital platforms across our operations to drive productivity, consistency, and scalability. Interventions like continuous manufacturing, high-speed encapsulation, robotic packaging, and 360-degree inspection enhance precision and throughput while minimising human error. On the digital front, integrated systems such as Manufacturing Execution System (MES), SAP, Laboratory Information Management System (LIMS), and Learning Management System (LMS) enable real-time tracking, seamless data flow, and automated documentation. Together, these tools improve compliance, reduce manual interventions, and strengthen decision-making – sharpening our competitive edge in regulated markets.

How have you improved Overall Equipment Effectiveness (OEE) and what has been the impact?

We have made significant strides in enhancing OEE, leading to sustained gains in production reliability and cost efficiency. Targeted interventions in maintenance planning, line balancing, and real-time monitoring yielded over 20% improvement in OEE across key production lines. As a result, we have seen a marked increase in monthly output, reduction in machine downtime, and improvement in asset utilisation. These conducive outcomes have directly contributed to enhanced cost efficiency and service level performance.

Can you provide examples of new technologies implemented and their impact?

We have deployed several cutting-edge technologies in our manufacturing processes. For instance, we use high-end 360-degree camera-based inspection systems to ensure real-time, high-accuracy detection of dosage form defects before packaging. Strides is among the select



We use high-end 360-degree camera-based inspection systems to ensure real-time, high-accuracy detection of dosage form defects before packaging.



~7,400 kg
of material
saved owing
to 13 yield
improvement
projects

companies with fully automated, 100% online capsule check weighing systems in place. Robotic cartonators were introduced in secondary packaging lines, particularly for sachet formats, to facilitate error-proof packaging and improved ergonomics. These innovations have led to higher precision, reduced manual interventions, and improved packaging speeds.

How does Strides ensure employee safety and well-being at its manufacturing sites?

Employee safety and well-being are embedded into our operational ethos. We implement rigorous EHS protocols, conduct regular training, and use advanced safety monitoring tools. In FY 2024-25, we recorded zero reportable injuries and conducted over 14,950 hours of EHS training for employees and contractors. Complementing our compliance-led approach, initiatives like 'Wellness Wednesday' promote physical and mental well-being through weekly awareness sessions. Our holistic framework, combining awareness, infrastructure, conformance, and engagement create a safe and supportive work environment.

What steps are you taking to align the workforce with VR trainings?

We are progressively preparing our workforce for technological advancements. Virtual Reality (VR)-based training modules have been introduced to deliver an immersive and interactive learning experience. These modules simulate real-world scenarios in a controlled environment, allowing employees to practice complex procedures, enhance operational proficiency, and strengthen compliance understanding, all while minimising training risks and improving knowledge retention. Our current focus is on digital readiness through MES and ERP systems, supported by ongoing training in automation and compliance protocols.

What major safety improvements were made in FY 2024-25?

FY 2024-25 was a benchmark year in our safety performance. We recorded zero major fire incidents and no legal violations. Over 1,200 hazards were identified and mitigated through our online safety portal. We conducted three leadership sessions on safety and rolled out our MySetu platform for EHS incident tracking and CAPA management. Structured reviews at site and corporate levels ensured timely resolution of issues and fostered a culture of continuous improvement.

What sustainability initiatives were undertaken across manufacturing?

All our India-based facilities are ISO-14001 certified and equipped with advanced wastewater treatment plants. Significantly, in FY 2024-25, 13 yield improvement projects resulted in materials savings of ~7,400 kg. Renewable energy made up 51% of our energy mix, while all sites continued to operate rainwater harvesting systems. At our flagship site, the implementation of an express feeder project led to an annual emission reduction of 1,127 tonnes of CO₂. We also consistently monitored emission levels and ensured it remained well within statutory limits.

What are the manufacturing priorities for FY 2025-26 and beyond?

Our priorities include expanding capacity in high-demand segments, deepening digital adoption, and strengthening regulatory readiness. We plan to develop modular manufacturing blocks to support differentiated formulations and incur strategic investments in automation to further uplift productivity and compliance. Sustainability initiatives and workforce development will also remain high on our agenda.

14,950 hrs
of EHS training
conducted for
employees and
contractors

Quality Compliance

Ensuring global compliance through **quality-first thinking**



Insights from

Umesh Kale

Chief Quality Officer

Elaborates on our commitment to quality and the measures implemented to uphold the highest standards across the organisation.



26%

Reduction in repeat deviations

~90%

Digitalisation of QMS modules

100%

On-time Corrective and Preventive Actions (CAPA) closures

19

Regulatory inspections completed successfully

We have strengthened our focus on operational excellence, regulatory preparedness, and patient-centric outcomes by driving transformative change across functions. Through advanced digital tools, disciplined execution, and a culture ingrained in ownership and accountability, we have redefined quality benchmarks.

Driven by the synergy of robust leadership, system stringency, and a learning-driven mindset, we have boosted our quality culture and sharpened our organisational responsiveness, fortifying our stature as a future-leaning company.

How are you strengthening our quality culture across the organisation?

In FY 2024-25, we prioritised fostering a culture rooted in ownership, accountability, and continuous improvement. To this end, we introduced a global 'Quality Culture Framework' that clearly outlines the core values and behaviours expected at every level. We have institutionalised a range of initiatives, including leadership engagement sessions, culture assessments, the appointment of site-level quality champions, and focused communication campaigns. Leadership plays a pivotal role – actively participating in quality walks, town halls, and audits, with quality metrics integrated into their scorecards. This visible, top-down commitment ensures quality is championed across the organisation, not just delegated.

What specific initiatives have you implemented to institutionalise quality culture?

We deployed a multi-pronged approach by rolling out the Quality Culture Framework across all functions and regions, linking it with performance management and recognition, maintaining sustained focus and accountability. Key activities included Gemba Walks, 'Voice of Quality' town halls, and behavioural assessments to track progress.

The 'Leader Led Quality' initiative empowered function heads to own quality outcomes, while predictive dashboards now monitor leading quality indicators in real time, enabling timely action.

How is Project RISE progressing, and what impact has it had on our manufacturing operations?

The Project RISE continues to deliver sound results, driving outstanding operational and quality performance across Strides. A standout example is our KRSG facility, which is evolving into the first 'Strides Lighthouse' – a benchmark site for digitalisation, agility, and excellence. At our flagship KRSG plant, we achieved nearly an 80% drop in

invalid Out-of-Specification (iOOS) results through an error-proofed QC lab. Moreover, the project has bolstered our quality culture by empowering frontline teams, fostering cross-functional collaboration, and balancing quality with delivery. The structured application of our four-step framework across nine critical products has significantly improved end-to-end product robustness. Daily operations now embed continuous improvement, leading to faster non-conformance resolution.

We have also achieved performance enhancements in labour, utilities, and operations, resulting in measurable improvements in Overall Equipment Effectiveness (OEE). Adoption of Industry 4.0 practices in key areas now supports smarter, data-driven decision-making, setting the stage for scalable transformation.

How do you ensure alignment of quality priorities across such a diverse global network?

We ensure consistent alignment of quality priorities across our global network through clearly defined Global Quality Objectives (GQOs), cascaded into site-level KPIs to maintain a unified focus. These are overseen by our Global Quality Governance Council, which regularly reviews compliance, risks, and opportunities. With cross-functional leaders on the council, shared accountability is fostered, enabling swift resolution of systemic issues. This governance framework ensures agility, transparency, and alignment across all geographies.

How are you driving harmonisation of quality systems across sites?

In FY 2024-25, we accelerated the harmonisation of our Quality Management System (QMS) by digitalising over ~90% of QMS modules on a centralised electronic platform, enabling real-time data access and globally standardised processes. We also harmonised SOPs across sites and implemented a Global Document Control System, leading to a sharp reduction in process deviations and audit findings. This digital foundation fortifies governance and accelerates decision-making.



The Project RISE continues to deliver sound results, driving outstanding operational and quality performance across Strides.

Quality Compliance

66

We have accelerated digital transformation in Quality by broadening the deployment of Electronic Batch Manufacturing Records (eBMR) system across high-volume lines and implementing real-time deviation tracking and quality dashboards.

What are your key areas of focus in strengthening compliance and regulatory readiness?

Compliance and regulatory readiness are reinforced through a structured audit system involving internal audits, corporate-level audits, and unannounced audits to rigorously evaluate site preparedness.

In FY 2024-25, we conducted over 75+ internal and customer audits and successfully closed 100% of Corrective and Preventive Actions (CAPAs) within stipulated timelines. We also set up a Regulatory Intelligence Cell to proactively track global regulatory trends and expectations. This forward-looking approach empowers us to maintain a consistent state of control rather than merely being inspection-ready.

Could you elaborate on how the Quality function evolved in FY 2024-25 and the initiatives that shaped this journey?

In FY 2024-25, the Quality function underwent a significant transformation – evolving into a future-ready, resilient, and value-driven pillar of the organisation. This transformation was shaped by a multi-pronged strategy addressing people, processes, technology, and culture. We fortified foundational systems, enhanced risk management, and used internal benchmarking to identify and close maturity gaps.

A key enabler of this transformation was the Quality Management Maturity (QMM) framework, which evaluated quality systems across all sites and guided targeted improvements. We have done

Regulatory inspections

In FY 2024-25, we successfully concluded 19 regulatory inspections across India and overseas sites, including by the USFDA, ANVISA, EU GMP, MHRA, and TGA. All inspections were closed satisfactorily and with continued regulatory approvals. This reflects the maturity of our systems, the resilience of our teams, and the trust placed in Strides by global health regulatory authorities.

comprehensive evaluation of last three year data from year 2022 to 2024 across 80+ KPIs on a scale of Level I to level V, where level V is the best. Our internal audit programme scaled up by a robust 25%, fostering deeper cross-site learning. Simultaneously, we expanded the Strides Quality Academy, training over 1,000 employees through role-based modules and metrics-driven assessments, future-proofing capability building across the network.



Could you elaborate on your efforts to drive digital transformation in quality?

We have accelerated digital transformation in Quality by broadening the deployment of Electronic Batch Manufacturing Records (eBMR) system across high-volume lines and implementing real-time deviation tracking and quality dashboards. Complementing this, we introduced a Digital Quality Maturity Model to benchmark each site's digitalisation level, driving targeted improvements that strengthen data integrity, decision-making speed, and audit readiness.

What measures are being taken to proactively reduce quality-related risks?

We have embraced a Risk-Based Quality Management (RBQM) approach. Each process is assessed through a Quality Risk Management (QRM) framework and monitored via a heatmap that highlights high-risk areas. We proactively identify and mitigate potential risks by using tools like Failure Mode Effects Analysis (FMEA). In FY 2024-25, this approach led to a more than 26% reduction in repeat deviations.

What is your approach to product quality and patient centricity?

Product quality begins with design robustness and culminates in patient safety. We apply Quality by Design (QbD) principles and collaborate closely across R&D and Manufacturing to proactively manage lifecycle risks. Our integrated Customer and Patient Complaint System captures real-world feedback, enabling root cause analysis and continuous product improvement. By embedding the patient voice into our quality systems, we ensure that quality is not just measured in labs but experienced by every patient we serve.

How do you ensure that suppliers and partners align with Strides' quality expectations?

We ensure alignment with Strides' quality standards through a stringent Third-Party Quality Management Programme. All suppliers undergo risk-based audits and key partners are integrated into our Quality

Management System for effective CAPA and change control oversight. We are among the select companies to have fully digitalised vendor notifications and complaints, seamlessly integrated with key QMS modules.

How are you measuring the maturity of your quality systems?

We apply a structured Quality Management Maturity (QMM) model that evaluates five key dimensions, including Compliance, Risk, Systems, Culture, and Capability. Scores are reviewed biannually to guide investments and training.

How do you handle quality issues or deviations when they occur?

We take a transparent and agile approach to managing deviations. Every deviation is logged into our digital QMS, investigated promptly, and subjected to root cause analysis. We prioritised systemic CAPAs over symptomatic fixes to achieve 30% year-on-year reduction in repeat deviations.

What are some emerging quality trends you are preparing for?

We are preparing for heightened regulatory emphasis on data integrity, digital traceability, and patient-centric outcomes. We are aligning through automation, AI-driven data review, and real-time visibility. Additionally, continuous manufacturing and AI-enabled quality monitoring are shaping the quality future of pharmaceutical industry.

Looking ahead, what are your top priorities for FY 2025-26?

Our priorities for FY 2025-26 include propelling digital transformation in quality, scaling predictive analytics, and further integrating patient-centric practices across the value chain. Raising compliance standards, accelerating maturity, and building next-generation team capabilities will allow us to maintain quality excellence as the foundation of trust with patients and regulators.

66

We are preparing for heightened regulatory emphasis on data integrity, digital traceability, and patient-centric outcomes.

Research and Development

Powering possibilities with innovation



Insights from

**Chithambaram
Muthulingam**

Executive Vice President - Research &
Development

Research and development is a key strategic growth engine that drives our relevance across global pharmaceutical markets. FY 2024-25 marked a year of deepened scientific focus, market-responsive innovation, and cross-functional execution. With a sharpened lens on complex generics and access-led formulations, our R&D teams continued to push boundaries, leveraging regulatory acumen, formulation science, and global insights to deliver differentiated products that create value for patients, prescribers, and partners alike.





Deepening focus on complex generics

Our R&D strategy in FY 2024-25 matured beyond traditional dosage forms to embrace highly technical segments such as controlled-release platforms, site-specific delivery, and alternate administration routes like nasal sprays and topical gels. We addressed complex scientific challenges around bioavailability enhancement, polymorphic stability, and performance under variable climatic conditions – areas that demand close alignment between formulation science, analytical development, and regulatory strategy.

A key milestone was our strategic emphasis on nasal drug delivery, which emerged as a major area of focus from both technical and business standpoints. We successfully filed our first nasal spray product in Q1 of FY 2025-26, reflecting our capability to deliver innovation in high-barrier segments. This move signals our readiness to tap into fast-growing segments where patient convenience, rapid

onset of action, and differentiated delivery can significantly enhance outcomes.

Sustained regulatory momentum

Despite an increasingly dynamic and demanding regulatory environment, we sustained strong momentum in our global filings during FY 2024-25. Our teams submitted multiple ANDAs and received final approvals from the USFDA and other major regulators. These approvals reflect our strength in identifying market gaps early and executing with agility.

Cumulatively, we reached a landmark of over 230+ ANDA filings, with more than 215+ now approved. This not only strengthens our commercial pipeline but reinforces our positioning as a reliable partner in delivering high-quality, compliant generics across geographies.

230+
ANDA filings

66

Our teams submitted multiple ANDAs and received final approvals from the USFDA and other major regulators.



Research and Development



Translating science into business impact

Beyond regulatory achievements, FY 2024-25 saw the successful culmination of high-impact projects that directly contributed to our commercial growth. Among the most notable was the development of a novel 505(b)(2) combination product that addressed an unmet clinical need. This differentiated therapy was not only a scientific feat but also translated into meaningful revenue contribution within its launch geography. The project exemplifies our ability to combine scientific creativity with business viability.

Enabling global expansion through R&D

While the U.S. remains a primary focus, FY 2024-25 marked a conscious shift towards adapting our development pipeline for a broader global footprint. We mapped our approved and pipeline ANDAs to identify assets with cross-market relevance, resulting in the adaptation of 20+ products for Europe, the UK, Southeast Asia, LATAM, MEENA, and APAC markets.

This expansion required region-specific strategies – ranging from bridging studies and climate zone-based reformulations to pharmacopoeial alignment and dossier customisation. The deliberate broadening of our regulatory base has enhanced our global adaptability and responsiveness to evolving demand.

Investments in speed, efficiency, and capability

Improving cycle time and development efficiency has remained a key R&D objective. In FY 2024-25, we invested in digital automation for formulation development, stability testing, and batch tracking. Our cross-functional high-impact teams focused on improving first-cycle approval rates, reducing rework, and shortening filing timelines.

These initiatives not only improved cost efficiency but also allowed us to be more responsive in high-value, time-sensitive opportunities, especially for products in shortage or therapeutic niches with limited competition.

Packaging innovation as a strategic enabler

Packaging is integrated into the formulation lifecycle from the start – not only to ensure product protection, but also to enhance shelf life, patient adherence, and brand recognition. For B2B segments, the focus has been on cost optimisation, standardisation, and regulatory compliance. For B2C and branded markets, we emphasised ease-of-use, design innovation, and sustainability. Our packaging teams actively collaborate with vendors to develop lightweight, recyclable solutions that align with global environmental priorities.

Built-in compliance and sustainable development

Our regulatory philosophy is proactive and anticipatory. We integrate global compliance standards early in the development process, aligning with frameworks such as USFDA 21 CFR, EMA guidelines, and USP norms. Rigorous ICH stability testing, extractables and leachables (E&L) studies, and serialisation protocols form a part of our standard development lifecycles especially for high-risk or high-volume products.

In line with our sustainability commitments, we have expanded the use of green solvents, promoted lean lab practices, and re-engineered energy-intensive processes. These steps ensure that our innovation pathway is environmentally conscious, without compromising quality or speed.

Road ahead

In FY 2025-26, we will continue to invest in strengthening our position in the complex generics space. A significant focus area will be expanding our nasal delivery portfolio with additional differentiated products.

Beyond generics, our innovation roadmap includes ideation-to-development projects focused on improving adherence, reducing frequency of administration, and addressing unmet clinical needs in key therapeutic areas.

We are building the future of affordable medicine – technically sound, globally relevant, and clinically meaningful.



People

Building a future-ready workforce through culture and capability



In conversation with

Surabhi Loshali

Group Chief Human
Resources Officer

We place people at the core of our growth strategy. By aligning HR initiatives with employee needs and business goals, we foster a culture that drives performance, nurtures talent, and encourages continuous innovation.



We are shaping a future-ready workforce through strategic people interventions to build capabilities, boost performance, and enrich employee experience.

With a strong emphasis on agility, resilience, and continuous growth, our efforts span targeted development programmes, immersive engagement platforms, and leadership acceleration journeys. Together, they ensure our people are empowered to lead change and prosper in an evolving business landscape.

What has defined your experience as CHRO in your inaugural year with Strides in FY 2024-25?

Stepping into the CHRO role during a defining phase of transformation at Strides has been an honour and a responsibility. My immediate priority was to align our people strategy with our Company's evolving business goals, positioning HR as a catalyst for performance, agility, and sustainable value creation. Over the past year, we have strengthened leadership effectiveness, refreshed our talent pipeline, and brought robustness in our performance management and rewards approach. At the same time, we worked to shape a culture rooted in accountability, innovation, and inclusion.

As we accelerate our growth momentum, we are committed to building a high-performance culture by driving strategic hiring, ensuring role clarity, enabling regular performance check-ins, and investing in targeted upskilling, firmly linking growth with rewards and career progression.

What were your top priorities in your first year, and how did they shape HR's contribution to business outcomes?

Our focus centred on three core pillars during the year. First, we strengthened our talent pipeline through structured succession planning for strategic roles and leadership development programmes for management roles. Second, we designed bespoke interventions for each business and P&L, ranging from capability and culture building for the Lighthouse project (Project RISE), to a quality-linked incentive plan for the front-end sales team, and tech upgradation for supply chain and planning functions.

Third, in response to the growing competition for talent across the industry, we reimagined our approach to employee experience around wellness, inclusion, and belongingness.

66

Over the past year, we have strengthened leadership effectiveness, refreshed our talent pipeline, and brought robustness in our performance management and rewards approach



People

What were the key strategic HR initiatives undertaken in FY 2024-25?

We undertook a series of focused initiatives to build a future-ready, agile, and resilient workforce, including:

Capability Development

Accelerated upskilling through targeted technical and behavioural training, compliance sessions, and continued Project RISE to drive process excellence at manufacturing sites.

Performance and Rewards

Introduced quarterly performance check-ins for over 120 leaders, revamped sales incentive frameworks, launched the NPS-linked employer contribution plan, and conducted competitive benchmarking.

Digital Learning

We used our upgraded learning platforms to deliver personalised and accessible digital learning, fostering continuous development, future-ready skills, and a self-driven growth culture.

Employee Experience

Institutionalised StridesXP, launched Employee Resource Groups (ERGs) to foster inclusivity, and increased leadership visibility through regular connect sessions.

Talent Management

Strengthened succession planning, unveiled the Ascent Programme for senior leadership, and expanded early talent initiatives such as Propel and Cross-Functional Training (CFT). Facilitated internal and cross-border talent mobility to build leadership readiness.

Sustainable HR Practices

Enhanced statutory and social compliance, advanced diversity, equity, and inclusion (DEI) imperatives, and improved governance for operators and contractors through the Parivartan programme.

21%

Women in our global workforce



How have our HR practices evolved to support our organisational turnaround journey?

We established global HR frameworks, while customising them with local nuances to reflect geographic context, business-specific needs, and the realities of regional talent markets and competitive landscapes. Further, the integration of digital tools has modernised core HR processes, offering real-time analytics for more effective decision-making.

Lastly, our year-on-year focus on leadership & development, employee engagement, and performance management has helped us build talent density at Strides.

Employee development and engagement



How do our learning & development programmes align with our organisational goals?

Our learning & development programmes are closely aligned with organisational goals to ensure employees acquire the skills and competencies needed to drive business performance amidst an evolving landscape. Through targeted technical and behavioural training, we address specific skill gaps, while via compliance training, we maintain uniform regulatory standards across the organisation. By harnessing initiatives, such as Project RISE, we enhance operational excellence at manufacturing sites, directly augmenting productivity and quality. Moreover, through the adoption of digital platforms, the organisation offers continuous learning and upskilling, allowing employees to remain agile and adapt swiftly to evolving business needs.

~1,30,000

Learning hours

35

Hours of average training per employee

What has been the impact of our learning & development initiatives?

Upskilling for agility and leadership readiness: In FY 2024-25, we recorded a 15% rise in learning hours across India operations. The top 100 leaders completed an average of 70 training hours in strategic, digital, and cross-functional leadership. Offering robust support to succession planning and organisational resilience, these interventions bolstered our internal talent pipeline and reduced deployment time for critical roles.

Enhancing productivity and compliance through role-based learning: Project RISE and other targeted programmes advanced shop-floor excellence and compliance at manufacturing sites. More than 85,000 training hours were completed for L1 and above roles, with over 60% of eligible employees engaging monthly on digital learning platforms. This scalable approach to continuous learning drove operational performance, improved regulatory compliance, and boosted retention in critical functions.

People

66

Digital platforms offer on-demand access to diverse learning resources, supporting continuous development.

What strategies have we implemented to enhance employee engagement and retention?

We have adopted a multifaceted approach to strengthen employee engagement and retention, encompassing the following:

StridesXP Framework: Standardised engagement framework providing structure, consistency, and inclusivity to people experience initiatives.

Employee Resource Groups (ERGs): Promoted inclusivity and connection among employees with shared interests and backgrounds.

Leadership Connect Sessions: Facilitated regular interactions between leadership and employees to foster transparency and encourage open communication.

Holistic Well-being Programmes: Implemented initiatives focused on physical, mental, emotional, and financial well-being, including health check-ups, yoga, mindfulness, and financial literacy.

Recognition Programmes: Prioritised timely recognition of employee contributions through frameworks such as 'Employee of the Quarter' and 'RISE Awards'.

70%

Happiness index

How has the integration of learning platforms and digital tools transformed employee development at Strides?

Our enhanced Learning Management System (LMS) upgrades now enable real-time tracking, skill gap analysis, and personalised learning paths.

Digital platforms offer on-demand access to diverse learning resources, supporting continuous development. This transformation has increased participation, improved knowledge retention, and built a more agile workforce. As an organisation, we have fostered a culture of digital fluency, empowering even frontline operators to confidently engage with e-learning platforms.

68%

Digital learning adoption



What were the standout people initiatives during the fiscal that contributed most to workforce empowerment and capability building?

The standout people initiatives include the following:

Project RISE

Enhanced operational excellence and workforce capability through targeted interventions across manufacturing sites.

ASCENT Programme

Built strategic capabilities among senior leadership, preparing them for future roles.

Bespoke talent initiatives

Introduced Individual Development Plans (IDPs), Propel, and Reverse Mentoring to nurture early talent and build cross-functional exposure and leadership readiness.

StridesXP Framework

Standardised engagement and inclusivity across all employee experience initiatives.

Global Mobility

Enabled internal talent movement to global sites, fostering cross-border learning and leadership readiness.

Leader Connects and Performance Reviews

Facilitated regular CXO-led interactions, case study presentations, and feedback sessions for continuous development.

These efforts have significantly strengthened employee capabilities, elevated our leadership pipeline, reinforced a culture of continuous learning, and demonstrated our commitment to growing from within – evident in the internal elevation of several CXOs and their next-in-line leaders.

What impact have initiatives like Strides Academy and the leadership development tracks had on succession planning and future-readiness?

Leadership development tracks, including Strides Academy remained a critical enabler in advancing succession planning and future-readiness. By identifying and nurturing high-potential talent, these programmes have strengthened our leadership pipeline and ensured a steady flow of successors for critical roles. In fact, over 30% of participants from key leadership programmes such as LEAP and SLP were elevated to next-level roles, with many progressing vertically or moving laterally to high-impact positions – demonstrating our strong commitment to internal growth and capability building. With a sharp focus on strategic thinking,

decision-making, and cross-functional collaboration, our future leaders are being equipped to navigate complexity and drive sustained growth.

What role has employee feedback and people analytics played in shaping HR interventions during the fiscal?

Employee feedback and people analytics have been central to shaping HR interventions. Regular pulse surveys and structured engagement assessments offered actionable insights, while advanced analytics empowered us to implement data-driven, targeted interventions.

This has resulted in more effective strategic decisions, improved employee satisfaction, and ensured that the HR function remains closely aligned with workforce needs.

People



In addition to capability-building, we have aligned our rewards philosophy to reinforce performance and retention.

Performance and rewards

How has our approach to leadership development evolved over the past year?

Over the past year, our leadership development approach has evolved into a more future-ready and integrated model. Structured programmes such as LEAP and SLP have been recalibrated to include experiential learning, cross-functional exposure, and personalised development plans tailored to individual leadership journeys. Regular leadership connect sessions have further deepened transparency, trust, and open communication across levels.

In addition to capability-building, we have aligned our rewards philosophy to reinforce performance and retention. A meritocratic pay policy ensures that high-performing leaders are recognised through differentiated annual hikes, while the redesigned Variable Pay framework strategically motivates consistent leadership performance. Our retention bonus programme has also been instrumental in securing key talent critical to business continuity and future growth.

What changes have we made to our performance management approach to drive organisational success?

We have revamped our performance management system to foster continuous improvement and accountability through following interventions:

Implemented Quarterly performance check-ins for over 120 leaders to offer regular feedback and ensure alignment with organisational goals.

Strengthened Individual Development Plans (IDPs) to support employee growth and career progression.

Revised increment structure to reward and motivate high performers.

Enhanced recognition frameworks such as 'Employee of the Quarter' and 'RISE Awards' for timely acknowledgement.

These changes have driven better performance outcomes, greater employee engagement, and a more dynamic organisational culture.

How has Strides' Rewards & Recognition (R&R) framework transformed employee engagement and performance culture?

Our R&R framework has strengthened our performance culture by systematically recognising excellence across individual, team, and values-based achievements. Through our All Stars programme, Employee of the Quarter, and RISE awards, we have created a structured approach that celebrates performance while reinforcing our organisational values.

In FY 2024-25, over 45% of our workforce was recognised, aligned with industry benchmarks. This coverage, combined with timely and value-driven rewards, has played a key role in driving motivation and enhancing morale.

Looking ahead, we are building on this momentum by introducing an automated R&R platform, enabling seamless, data-led recognition that is scalable and deeply integrated with our talent philosophy. This evolution positions us to further strengthen a culture of appreciation, performance, and continuous improvement.



What are your key HR focus areas for the future to continue building a purpose-driven, future-ready workforce?

Our HR strategy is focused on cultivating a purpose-driven, agile workforce aligned with our long-term vision. Key priorities include:

Well-being and Culture

Deepening holistic well-being and fostering a culture of trust, inclusion, and belonging.

Cross-Border Talent Mobility

Expanding global exposure and collaboration through structured talent movement.

Predictive Workforce Planning

Using advanced analytics to anticipate talent needs and proactively shape workforce strategies.

Leadership and Capability Development

Strengthening the leadership pipeline and boosting digital and functional skills through curated development journeys.

Personalised Talent Experience

Leveraging AI for tailored learning journeys, automated recognition, and skills-based talent management.

Sustainable People Practices

Embedding ESG principles to ensure responsible and compliant people operations.

66

As Strides marks 35 years in 2025, we launched a year-long celebratory campaign designed to foster a stronger engagement with our people, values, and purpose.

Strides is celebrating 35 years in 2025. Can you share a few initiatives in line with the same?

As Strides marks 35 years in 2025, we launched a year-long celebratory campaign designed to foster a stronger engagement with our people, values, and purpose. Beginning in January with a kick-off event, each month highlights a core organisational theme – spanning a range of topics, including sustainability, DE&I, safety, operations, mental health, and environmental stewardship.

The campaign also celebrates employee talent, international workforce diversity, our ICE values, quality, and sales excellence. More than a commemoration, this milestone serves as a platform to recognise our people, strengthen our core values, and inspire the next phase of growth and impact at Strides.



Advanced Technologies

Enabling business agility through digital transformation

We undertook a strategic overhaul of our IT infrastructure to effectively fulfil evolving business demands and augment operational efficiency. By implementing a hybrid and multi-cloud architecture, we fortified system flexibility, resilience, and scalability.

This transformation has strengthened our digital core, enabling faster deployment, improved turnaround time, and a future-leaning ecosystem for an accelerated digital traction and sustainable business growth.



IT infrastructure transformation

We transformed our IT infrastructure from a predominantly on-premise, VMware-based setup to a robust hybrid and multi-cloud architecture. Key upgrades included migrating enterprise applications to Microsoft Azure Cloud, deploying HPE GreenLake private cloud at manufacturing sites, maintaining HP SimpliVity for virtualisation, and adding AWS Cloud for extra data redundancy. Data backups now use local snapshots and secondary copies in separate Azure and AWS regions for resilience.

These steps have improved system uptime through enhanced redundancy and high availability, optimised resource allocation to boost performance, and enabled dynamic scalability across platforms. This strategic transition significantly augmented system reliability, responsiveness, and future readiness.

Cybersecurity and data protection enhancements

We strengthened our cybersecurity framework through round-the-clock monitoring via Security Operations Centre (SOC), in addition to embedding advanced Security Information and Event Management (SIEM) with updated threat use cases and Extended Detection and Response (XDR) technology.

We deployed Mimecast CyberGraph for greater threat detection, enforced stricter Data Loss Prevention (DLP) policies and conditional access controls, and boosted our incident response protocols. Complementing these technical measures, regular employee training and comprehensive vulnerability assessments were conducted to further bolster our risk management posture in digital space.



Adoption of emerging technologies

We have deployed a comprehensive artificial intelligence (AI) and machine learning (ML) platform to address complex business challenges and drive intelligent operations. For quality control, the platform reduces invalid Out-of-Specification (iOOS) results by integrating laboratory and manufacturing data, using anomaly detection for real-time monitoring and proactive decision-making. It also optimises analyst allocation by matching qualified personnel to tasks in real time, boosting compliance and operational efficiency.

Our AI/ML capabilities further support product robustness analysis to boost yield and quality metrics, supporting consistent and reliable manufacturing. Additionally, a generative AI (GenAI)-powered Investigation Assistant accelerates root cause analysis and compliance investigations by synthesising large datasets and recommending corrective actions. GenAI also automates Computer System Validation (CSV) processes, generating regulatory-compliant documentation and expediting system deployment. Together, these innovations substantially enhance compliance, precision, and operational performance across our organisation.

66

We transformed our IT infrastructure from a predominantly on-premise, VMware-based setup to a robust hybrid and multi-cloud architecture.

66

Our AI/ML capabilities further support product robustness analysis to boost yield and quality metrics, supporting consistent and reliable manufacturing.

Advanced Technologies



We have advanced our use of business intelligence and analytics by tracking key metrics like Delivery in Full On Time (DIFOT) and backorder health, enabling targeted supply chain improvements.

Digital tools and automation for operational efficiency

eResidue Cleaning Validation Management

We digitalised the entire cleaning validation lifecycle, from protocol creation to final reporting. This platform tracks critical data such as residue limits, cleaning cycle performance, and test outcomes, significantly reducing manual paperwork and streamlining validation workflows.

Continuous Process Verification (CPV)

We use CPV to facilitate real-time monitoring of critical process parameters and quality attributes. By automating data collection from manufacturing equipment and instruments, CPV enables robust trend analysis and triggers automatic alerts to maintain process stability.

Batch Release System Integration with SAP (UK)

We integrated the Batch Release System with SAP for our UK operations, connecting quality assurance and supply chain processes. This allows real-time synchronisation of batch release status and inventory, minimises manual interventions, and augments adherence to regulatory requirements (MHRA).

Automation through these targeted initiatives has streamlined workflows by cutting documentation errors and speeding up processes like validation and batch release. Seamless data integration has strengthened compliance and made audits more efficient. Overall, these digital initiatives have increased accuracy, lowered costs, and reduced manual effort across the organisation.

Data analytics and business intelligence

We have advanced our use of business intelligence and analytics by tracking key metrics like Delivery in Full On Time (DIFOT) and backorder health, enabling targeted supply chain improvements.

Automated alerts help stakeholders quickly resolve exceptions, while a newly implemented HR dashboard provides actionable insights on organisational health. These data-driven tools are supporting faster, smarter decision-making and operational efficiency across the organisation.

Regulatory submissions and documentation workflows

Our validated Electronic Document Management System (EDMS) ensures secure, compliant storage and retrieval of all regulatory documents, with

features like version control, audit trails, and metadata tagging. We use electronic Common Technical Document (eCTD) submission tools to enhance efficiency of global regulatory submissions. The system is fully aligned with international standards such as FDA 21 CFR Part 11 and EU Annex 11, reinforced by robust security and backup protocols. Cloud-based platforms empower global teams with seamless access, collaboration, workflow automation, and strict data integrity to maintain regulatory readiness and enable fast, accurate submissions. This infrastructure supports agile execution and drives impactful innovation across regulatory functions.

Paperless manufacturing upgrades

We transitioned all physical Batch Manufacturing Records (BMR) and Batch Production Records (BPR) to electronic formats using the Leucine application and

converted digital logbooks to Leucine eLogs across multiple sites.

This digitalisation has streamlined data entry, retrieval, and monitoring, reduced manual errors, and bolstered traceability and operational efficiency. In addition, the evolution of the SAP-based supply chain mapping tool has offered enhanced data integration and real-time insights, further optimising manufacturing and supply chain performance.

IT and digital roadmap

In FY 2025–26, our IT and digital strategy will sharpen focus on deploying modular, customisable, scalable solutions, increasing cloud adoption to facilitate rapid global

rollout, and building enhanced DevOps to speed up software delivery. We aim to centralise data while also providing local teams with flexible solutions, balancing standardisation with adaptability.

Our focus includes expanding automation across end-to-end factory operations, investing in advanced analytics and a data lake for predictive insights, and optimising supply chains with TracknTrace MINT.

By extending paperless manufacturing and targeting ‘zero touch’ IT operations, we are set to enhance system stability, efficiency, and scalability. This balanced approach will support agile execution, while driving impactful innovations.



In FY 2025–26, our IT and digital strategy will sharpen focus on deploying modular, customisable, scalable solutions, increasing cloud adoption to facilitate rapid global rollout, and building enhanced DevOps to speed up software delivery.



Arcolab

Scaling impact across life sciences ecosystem

Arcolab, a wholly owned subsidiary of Strides, stands as a specialised global consulting and technology partner to the life sciences sector, powered by a team of over 500 domain experts. The Company offers end-to-end services across injectables, APIs, biologics, oral dosage forms, medical devices, and R&D operations. With globally recognised certifications such as ISO 27001 and ISO 27701, Arcolab upholds robust data security and privacy.

Today, the Company supports over 30 clients across five continents, delivering excellence in quality and compliance. As Arcolab evolves into a solutions-driven organisation, it is harnessing its in-depth expertise in life sciences and sophisticated technological capabilities to address critical industry challenges.

By integrating cutting-edge automation tools and data-driven intelligence into client ecosystems, Arcolab is streamlining workflows, boosting regulatory compliance, and generating actionable insights that accelerate innovation and improve patient outcomes.



Driving growth, innovation, and excellence

In FY 2024-25, Arcolab continued to build momentum in its journey, onboarding 18 new external clients and embracing a more sales-driven approach. During the year, the Company executed over 20 targeted outreach initiatives, including participation in industry summits and conferences. A standout highlight was the successful hosting of PV Fusion in Hyderabad – Arcolab’s flagship event and the first-ever dedicated knowledge and networking platform for pharmacovigilance (PV) leaders. The event convened over 50 PV experts and featured keynote addresses by five industry stalwarts, fostering rich dialogue and collaboration.

As part of its long-term growth strategy to emerge as a global leader in life sciences consulting and technology, Arcolab strategically broadened its service portfolio to encompass key domains such as toxicology, MICC, mobile clinical services, and medical devices. Simultaneously, the Company scaled its internal capabilities by in-housing a greater range of services, ensuring closer alignment with evolving client needs. Positioning itself as a tech-enabled solutions provider, Arcolab made significant investments in sophisticated AI and ML-powered technologies. Over 20 high-impact operational automation initiatives using Robotic Process Automation (RPA) were launched to streamline workflows, elevate customer experience, improve SLA adherence, and strengthen compliance. These initiatives are transforming legacy manual processes into efficient, automated operations to lower dependency on human intervention.

Recognising that digital transformation will shape the future of life sciences, Arcolab is committed to continuous innovation through in-house development of specialised digital products to address sector-specific challenges. Key launches that propel the Company in this direction include NoteIQ (Integrated GxP Platform), NovaVigil (AI-Powered Literature Monitoring), InLumin (Procure-to-Pay solution), and GoLanzar (Pharma Product Launch Management Tool). These products

are designed to deliver scalable and efficient solutions that empower clients to accelerate their operations. The success of Arcolab pivots around the achievements of its people. In FY 2024-25, the Company marked important milestones by celebrating employee contributions and nurturing emerging leadership. ArcoTalks – the organisation’s signature leadership series – showcased inspiring stories of innovation, growth, and impact.

Learning & development remained one of the core strengths of Arcolab, with over 13,300 hours logged in FY 2024-25 alone. This includes over 7,500 hours dedicated to behavioural training and more than 5,700 hours focused on functional skills, driving meaningful outcomes and leadership capabilities. All through the year, employee engagement continued to be a priority, with diverse employee programmes and holistic wellness initiatives fostering connection, collaboration, and a shared sense of purpose across the organisation.

On May 15, 2025, the Boards of Arco Lab and its wholly owned subsidiary, Pivot Path Private Limited, approved a Scheme of Arrangement to demerge Arco Lab’s Life Sciences and Digital Innovation business into Pivot Path.

Pivot Path will focus on Life Sciences and Manufacturing solutions with strong domain expertise and advanced technology capabilities.

The demerger will have no financial or operational impact on Strides.

For more details refer to pg 97.

ESG and Sustainability at Strides

Driving responsible growth through **ESG excellence**



In this exclusive Q&A,

Sormistha Ghosh

Group General Counsel, Chief Risk & Sustainability Officer

Shares her insights into the evolving landscape of ESG, shedding light on the strategic initiatives that are shaping the future of Strides.

Environmental, Social, and Governance (ESG) principles are embedded across our strategic and operational landscape to deliver long-term, sustainable value. Guided by strong governance and inclusive leadership, we uphold responsible business practices besides remaining in step with the needs of the community. This integrated approach amps up our resilience, bolsters stakeholder trust, and positions us to contribute positively to the environment, society, and larger economy.



76 out of 100
S&P Global Corporate Sustainability Assessment (CSA) ESG Score

What were the key milestones in Strides' ESG journey during FY 2024-25, and how have they contributed to advancing our ESG maturity?

During FY 2024-25, we achieved significant milestones in our ESG journey, boosting our maturity in this crucial area. Our governance framework received strong validation through our debut on the S&P Global Corporate Sustainability Assessment (CSA), where we secured an ESG score of 76. Environmentally, we are also developing a comprehensive Decarbonisation Strategy and have initiated a Climate Risk Assessment. In addition, we are conducting Lifecycle and Biodiversity Risk Assessments to better understand our environmental and ecological impact. On the social front, an independent Human Rights Impact Assessment is being carried out. Our Vendor Assessment programme highlights our commitment to ethical business practices and sustainable supply chain management. These initiatives reflect our integrated ESG approach, creating lasting value for stakeholders and setting a solid foundation for greater ESG integration in the future. We continue to publish BRSR along with Sustainability Report and seek ESG ratings as a commitment to transparency and compliance.

How has the Board of Directors contributed to institutionalising ESG across the global operations?

The Board of Directors at Strides plays a pivotal role in steering ESG priorities and overseeing performance across global operations. As the highest governing body, the Board is responsible for defining our Company's overall ESG framework, approving ESG goals, objectives, policies, and strategies.

They have implemented a top-down ESG governance structure to ensure effective integration of ESG considerations into strategic decision-making. The Board's oversight extends through the Risk & Sustainability Committee, comprising Directors (including Independent Directors) and the Chief Risk & Sustainability Officer. This committee, chaired by an Independent Director, is responsible for inter alia, overall ESG initiatives, reporting, and framework implementation. The Board has also appointed a Chief Sustainability Officer to lead the ESG framework, ensuring that the ESG initiatives are integrated into business operations. This comprehensive approach demonstrates Board's active role in ensuring that ESG considerations are integrated at the highest level of corporate governance, driving Strides towards sustainable and ethical business practices across our global operations.

How has the integration of ESG principles impacted our overall business strategy and operations during FY 2024-25?

In FY 2024-25, the integration of ESG principles played a transformative role in shaping our business strategy and operational execution. Through a double materiality exercise, we identified and prioritised ESG topics and systematically managed associated risks, incorporating diverse stakeholder views. This approach assessed how sustainability issues affect Strides and how our operations impact our society and environment.

By integrating ESG principles into our risk management framework, we identified and mitigated potential risks more effectively. Fortified ESG governance structures also fostered stronger cross-functional collaboration, embedding ESG considerations throughout our operations. As a result, we have seen a stronger organisational commitment to our sustainability goals and better coordination across departments.

ESG and Sustainability at Strides



Our Company policies, including human rights policy, EHS Policy, Vendor Code of Conduct, and Anti-bribery & Corruption Policy enable stakeholders to align their actions with our sustainability goals.

What has been our approach to managing key material issues within the organisation?

In FY 2023-24, we conducted a double materiality for identifying key material topics across Responsible Governance, Purposeful Partnerships, and Environmental Sustainability. Consequently, our strategies, objectives, and actions were aligned with these core issues. To affirm our commitment to these key areas, we have formulated various policies. Our Code of Conduct is a testament to our dedication to ethical business practices and workplace enhancement. Furthermore, our Company policies, including human rights policy, EHS Policy, Vendor Code of Conduct, and Anti-bribery & Corruption Policy enable stakeholders to align their actions with our sustainability goals.

We have a robust data governance system to capture information on ESG KPIs. The data collected provides valuable insights and helps in assessing year-on-year progress and performance. This aids in understanding areas for improvement. All our Indian facilities and R&D Centre are ISO 14001 certified, and our flagship facility in Bengaluru (KRSG) is also ISO 45001:2018 certified. During December 2023, we became a United Nations Global Compact (UNGC) signatory, underscoring our commitment to the principles of human rights, labour, environment, and anti-corruption. We have also formulated a comprehensive value chain assessment framework used to evaluate suppliers' ESG maturity. It helps identify our low, medium and high-risk suppliers and subsequently implement corrective actions.

As a responsible corporate citizen, we intend to continuously monitor our progress and take actions to improve and create long-term value for our stakeholders.

How does Strides manage and enhance compliance culture within the organisation?

Strides acknowledges the importance of compliance as a critical cornerstone of its operations. To ensure effective oversight, statutory compliance monitoring has been digitalised across India, enabling real-time tracking and management. In addition to internal mechanisms, third-party compliance audits are also conducted to validate the authenticity and effectiveness of compliance measures. Recognising compliance monitoring as an inherent risk, the Risk Management and Sustainability Committee (RM&SC) periodically reviews our Company's internal initiatives in this area. On the regulatory front, Strides has a robust Regulatory Affairs and Quality Assurance teams, which ensures that all regulatory requirements are met. This function is further strengthened by a dedicated Quality Risk Management wing, reinforcing a proactive approach to compliance.

How are we aligning with global frameworks to enhance transparency and credibility?

At Strides, we are committed to aligning our sustainability reporting with global best practices and frameworks. Our Sustainability Report adheres to the GRI Standards 2021 and maps our efforts to the UN Sustainable Development Goals. We also consider SASB standards to address industry-specific sustainability issues, and our Business Responsibility and Sustainability Report (BRSR) aligns with SEBI regulations. In addition to these frameworks, we are actively engaging with global initiatives such as the Dow Jones Sustainability Index (DJSI), UN Global Compact (UNGC), and EcoVadis. Our decarbonisation strategy is also being developed in alignment with Science Based Targets initiative (SBTi). By aligning with their principles, we are further enhancing our transparency and credibility in the global sustainability landscape. These engagements allow us to benchmark our performance against industry peers, demonstrate our commitment to internationally recognised standards, and provide standardised, comparable data to our stakeholders.



Environmental stewardship

What measurable progress has been made in environmental initiatives?

We implemented a slew of measures to enhance energy efficiency across our facilities. At the KRSG plant, the installation of Electronically Commutated (EC) Fans resulted in significant energy savings of 1,05,990 kWh/year, with an additional 59,660 kWh/year from separate installations. We achieved a savings of 1,02,000 kWh/year by transitioning from CFL and sodium vapour lighting to energy-efficient LEDs. These measures exemplify our focus on lowering our environmental footprint, while optimising operational efficiency.

In terms of emissions reduction, we replaced the steam boiler with a briquette boiler at the Alathur plant, cutting CO₂ emissions by 488.75 tonnes. The installation of an express feeder at the KRSG facility further amplified power reliability, while contributing to a reduction of 1,127 tonnes of emissions. On water conservation, the KRSG plant saved an average of 22.7 KL/month of fresh water by reusing condensate in boilers, which also helped to minimise wastewater generation. Additionally, we set up rainwater harvesting systems at three sites, including KRSG Bengaluru (1,400 KL), Puducherry (1,500 KL), and Chandapura (25 KL), demonstrating our proactive approach to sustainable water management.

How is ESG risk associated with environmental impact being incorporated into regular operations, with particular emphasis on energy and emissions management?

ESG risks related to environmental impact are closely monitored and well-defined controls are in place. Through targeted initiatives, such as energy-efficient equipment and cleaner fuel alternatives, we continue to integrate energy and emissions management into our operations, leading to measurable reductions in consumption and emissions.

Additionally, we are conducting biodiversity and climate risk assessments to further integrate ESG risks into our operational planning and decision-making, adopting a comprehensive approach to managing environmental impacts.

(For more information, refer to Principle 6 of the BRSR Report FY 2024-25.)



ESG risks related to environmental impact are closely monitored and well-defined controls are in place.

ESG and Sustainability at Strides

Social responsibility and accessibility



We recorded a cumulative ~1.3 Lakhs learning hours globally, including training to our contractual work force.

People

What were the key employee-centric priorities in FY 2024-25, and how do they align with Strides' long-term business growth objectives?

In FY 2024-25, we continued with our objective of developing a future-ready and inclusive workforce. Through ongoing programmes in employee training and upskilling, we recorded a cumulative ~1.3 Lakhs learning hours globally, including training to our contractual work force. Our progress in Diversity, Equity, and Inclusion (DEI), with a ~1% increase in the representation of women among permanent employees and workers in India, demonstrated our resolve to build a diverse and resilient talent pool. These efforts align with our long-term business growth objectives by boosting operational agility, supporting expansion, and maintaining our competitive edge in a rapidly changing global market.

What initiatives have been introduced to enhance employee well-being, safety, and engagement?

In FY 2024-25, we made a strong stride towards augmenting employee well-being, safety, and engagement by increasing our spending in this domain. Through internally led initiatives, such as quarterly leadership town halls and open houses with the Group CHRO, employee engagement witnessed an uptick, increasing participation and bolstering feedback mechanism. Additionally, our 35-year milestone celebrations introduced thematic months, such as Sustainability, Inclusion & Belongingness, and Safety, fostering deeper connection and accelerating the pace of employee insight gathering to shape an empathetic workplace.

What progress has been made in advancing diversity and inclusion, particularly at leadership levels?

Diversity and inclusion remain a key focus, with steady progress in building a diverse leadership pipeline. Women Independent Directors now account for 25% of our Board, reflecting our intent to embed diversity in governance and leadership. This definitive improvement supports our vision of inclusive and sustainable growth across the organisation.

How do we maintain continuous learning and upskilling for our employees?

Continuous learning and upskilling are integral to our people development strategy. In FY 2024-25, we achieved a cumulative ~1.3 Lakhs learning hours globally, including training to our contractual work force, demonstrating a major progress in capability building. Learning & Development is embedded in employees' goal sheets, with 20% weightage, signifying the critical importance we place on them. Training programmes are divided into mandatory, behavioural, and technical modules to ensure consistent learning engagement aligned with business needs, while uplifting performance and promoting career progression.



Community

How did we engage with communities in FY 2024-25, and how is the long-term impact of these initiatives being measured?

Strides Foundation, set up in 2010, has driven several impactful initiatives to support healthcare, education, and skill development in under-served communities. Key initiatives include:

Arogyadhama Healthcare Facility:

Serving over 12,500 people in 10 villages, this facility offers preventive and curative healthcare services, equipped with diagnostic tools and specialty clinics.

Siva Sakthi Homes: Supporting the care of intellectually challenged individuals and senior citizens, the Foundation collaborated with this organisation to provide essential supplies.

LeAPS (Life Skills & Academic Support):

Extending academic support and life skills training to students in government schools in Haragadde.

SVRCC Vocational Training Programme:

Empowering youth from the fishing community in Puducherry with a one-year vocational training course.

BVOC-TISS Programme: Equipping youth from marginalised communities with industry training and higher education in pharma manufacturing through a targeted three-year intervention.

Vidyadhama-Strides Model Government

School: Setting up this future-ready school in Haragadde to offer advanced infrastructure and learning facilities to more than 400 students.

To measure the long-term impact of these initiatives, we conducted a CSR Impact Assessment for the period 2020-2023 in FY 2024-25. The third-party assessment, using the Social Audit Network (SAN India) and REES framework, evaluated the relevance, effectiveness, efficiency, and sustainability of our CSR programmes. We achieved an overall rating of 9.2 out of 10, recording a 7% improvement from 2019, demonstrating the adeptness of our CSR initiatives.

This comprehensive, scientific approach helps us assess the socio-environmental consequences of our interventions, ensuring that we are making lasting, meaningful changes aligned with our sustainability strategy. It allows us to maintain high standards of quality in our community support programmes, ensuring their effectiveness in the long term.

For further details, please refer to the Corporate Social Responsibility Report (**Page 117**) & the Business Responsibility & Sustainability Report (**Page 193**).



We achieved an overall rating of 9.2 out of 10, recording a 7% improvement from 2019, demonstrating the adeptness of our CSR initiatives.

ESG and Sustainability at Strides



As a leading player in disease control and lifesaving drugs, including HIV, malaria, hepatitis, tuberculosis (TB), and other infectious diseases, we have collaborated for over 20 years with global procurement and donor agencies.

What strategies do we employ to overcome barriers to healthcare access in different regions?

We have formed key partnerships to enhance the accessibility of affordable healthcare. As a leading player in disease control and lifesaving drugs, including HIV, malaria, hepatitis, tuberculosis (TB), and other infectious diseases, we have collaborated for over 20 years with global procurement and donor agencies. Our partners include the Global Fund, United States Agency for International Development (USAID), United Nations Children's Fund (UNICEF), Pan American Health Organisation (PAHO), United Nations Development Programme (UNDP), and The U.S. President's Emergency Plan for AIDS Relief (PEPFAR). We hold voluntary licenses from the Medicines Patent Pool (MPP) and ViiV Healthcare for Dolutegravir (DTG), empowering us to manufacture and supply affordable drugs across over 95 countries for adults and 123 countries for paediatric care, primarily focusing on low and middle-income countries.

These partnerships, along with our outreach efforts in Sub-Saharan Africa, strengthen our conviction to expand access to life-saving medicines and offer affordable healthcare globally.



Responsible supply chain management

How are our business operations and partnerships demonstrating responsible business practices?

Embedding ethical practices throughout our value chain is integral to our daily operations. We have a comprehensive Code of Conduct that outlines our approach to responsible business practices, which every employee must adhere to. We also value our relationships with upstream partners and have developed a Vendor Code of Conduct, which all suppliers are required to acknowledge. In conjunction, these two codes ensure that ethical standards are upheld throughout the value chain.

In FY 2024-25, we engaged in the EcoVadis assessment and achieved a score of 49, further reaffirming our dedication to ethical practices. Additionally, we maintain an ethical marketing commitment, ensuring transparency and ethical conduct with our downstream partners.

What advancements have been made in the ESG assessment and development of suppliers to strengthen the value chain?

Navigating the evolving regulatory landscape, our approach to value chain assessments is rooted in a robust ESG risk assessment framework designed for our suppliers. In line with recent SEBI mandates, we have sharpened our focus on supplier integrity. During the onboarding process, we conduct thorough reviews, evaluating competitive standing, financial health, and regulatory compliance. We have formulated an in-depth Supplier ESG Assessment Framework, as part of our sustainability outreach, which includes a desktop review and a questionnaire to assess suppliers' ESG practices.

This focused strategy helps us categorise vendors into high, medium, and low-risk tiers. For those suppliers, falling short of ESG expectations, we provide corrective action plans and conduct capacity-building sessions. In FY 2024-25, we held two Supplier Capacity Building Workshops on ESG-related topics, attended by 68% of our vendors, including those supplying

APIs, excipients, and packaging materials. Through these targeted interventions, we strive to continually augment ESG maturity within our supplier network.

How have we responded to key ESG-related regulatory changes this year, and what compliance mechanisms are in place?

In response to key ESG-related regulatory changes, we have implemented a comprehensive suite of compliance mechanisms to align with evolving regulations. This includes conducting ESG risk assessments of suppliers to meet SEBI's value chain assessment requirement and publishing our Business Responsibility and Sustainability Report.

Furthermore, we bolstered our environmental practices through regular energy audits and by integrating ISO 14001:2015 and OSHA standards into our Environment Health and Safety (EHS) management system. Through periodic audits, training programmes, and a Permit to Work system for non-routine activities, we stay focused on ensuring employee safety.

Additionally, we prioritise water conservation and have implemented advanced effluent treatment processes at our manufacturing sites. Collectively, these initiatives encompass our drive to uphold regulatory adherence, environmental stewardship, and sustainable practices.

Road ahead

We achieved an impressive ESG score of 76 in our debut participation in S&P Global's CSA 2024. What contributed to this strong performance, and how will it be sustained or improved?

We are proud to achieve an ESG score of 76 in our debut S&P Global Corporate Sustainability Assessment (CSA) 2024 – an example of our proven excellence in environmental, social, and governance practices.

Environmental

Strong performance stemmed from our Environmental Policy & Management Systems, Energy Management Programmes, and top marks in Waste Disposal and Hazardous Waste Management. Our Decarbonisation Strategy and Climate Risk Assessment embody our resolve to address the pressing issue of climate change.

Social

Full scores in discrimination prevention, human rights, and employee development were driven by global expansion and successful product registrations in 16 African countries and 15 Caribbean nations. Our Human Rights Impact Assessment and sustainable supply chain efforts further highlight our dedication.

Governance

We excelled in Board independence, diversity policies, and codes of conduct, maintaining high governance standards with no breaches reported.

Looking ahead, we will build on these achievements by focussing on our short term and long term ESG goals, including biodiversity, lifecycle assessments, and decarbonisation to amplify our ESG impact and maturity.

Corporate Social Responsibility

Delivering value through social outreach

We embrace corporate social responsibility as a purposeful investment in human and social progress. Focused around the four core pillars, including health and hygiene, education, employability, and community welfare, our initiatives are curated to stimulate long-term transformation. We prioritise scale, impact, and sustainability, delivering precise, targeted programmes, that uplift underserved communities and create an uninterrupted trajectory of opportunities.



Through a strategically optimised blend of ongoing and new initiatives, we stay firm in our conviction to foster inclusive growth and build social capital that endures across generations.

Each of our initiatives is curated to address the fundamental needs of the communities we serve, spanning healthcare, early childhood development, clean water, education, and employability.

Through holistic models, participatory community engagement, and outcome-driven measures, Strides Foundation continues to create a resilient ecosystem of change that uplifts lives and sets a benchmark for meaningful, high-impact community progress.

Health & hygiene

Contribution
to UNSDGs



Arogyadhama – A Lifeline of Healthcare for Rural Communities

Arogyadhama, our flagship rural healthcare centre in Bengaluru, continues to serve as a vital healthcare hub for 12 surrounding villages. Built on the pillars of preventive, promotive, and curative care, the centre offers free or subsidised consultations, diagnostics, and medicines, ensuring affordability and uncompromising quality.

Arogyadhama is equipped with X-ray, scanning, pathology, and minor OT facilities to provide specialised outpatient services in ophthalmology, gynaecology, paediatrics, dentistry, and pharmacy. By conducting regular medical camps, immunisation drives, NCD awareness programmes, and school-level health initiatives, the centre delivers an extensive community outreach.

In FY 2024-25, a cancer screening and awareness camp for women were organised to help identify suspected cases of cervical, breast, and oral cancer for early intervention. Reinforcing our commitment to quality care, Arogyadhama is now ISO 9001 certified, marking a significant step in delivering standardised, patient-centric services.



10,350+

Lives touched through preventive, promotive, and curative healthcare services across 12 rural villages

911

Students benefitted from the School Health Programme across 18 schools, focusing on early detection and health education

552

Screened for non-communicable diseases (NCDs), primarily diabetes and hypertension, with ongoing medical support and regular follow-ups provided

700+

Screened for tuberculosis (TB), resulting in the identification of 12 positive cases; Eight patients have been successfully cured, while four are undergoing treatment

374

Benefited from seven special health camps covering Dermatology, ENT, Cancer Screening, Paediatrics, Women's Wellness, Ophthalmology, Leprosy, and General Check-ups; A total of 54 individuals were provided with spectacles, and two were referred for cataract surgery.

780

Immunisations administered in collaboration with the Government PHC at Haragadde

Corporate Social Responsibility

Education

Contribution
to UNSDGs



LeAPS: Shaping future leaders

Strides' Leadership Adoption Programme for Schools (LeAPS) is designed to equip students in government schools with life skills, academic excellence, and self-belief. The initiative adopts a holistic approach to student development, blending academic support with soft skill enhancement, empowering them to thrive in a dynamic world.

For improved learning outcomes, additional teachers were appointed, ensuring focused attention and better engagement. Endorsed by school faculty, the School Development Management Council (SDMC), parents, and local authorities, LeAPS is gaining recognition for its growing impact and targeted support in shaping confident, capable future leaders.

Complemented by learning aids and continued mentorship, LeAPS successfully creates a nurturing and supportive academic environment, supporting students both intellectually and emotionally.

Vidyadhama Project: Empowering future generations

The Vidyadhama-Strides Model Government School at Haragadde exemplifies our focus on reimagining the education infrastructure of government school by offering students a



modern, engaging, and future-ready learning environment. Spread across 2.4 acres in rural Bengaluru, the school will feature 24 classrooms, smart labs for science, math, robotics, and space. These cutting-edge facilities will be complemented by a library, computer lab, and open-air learning spaces, setting a new benchmark for holistic education in public schools.

Construction is well underway, and our goal is to hand over the completed project to the school authorities in 2025.

643

Students from Government Higher Primary School and Government High School, Haragadde, benefited from LeAPS, gaining structured academic support and life skills training

104

Students (including 62 girls and 42 boys) appearing for the 10th standard board exams received focused preparatory sessions and career guidance workshops, helping them in their academic and personal growth

Employability

Contribution
to UNSDGs



Empowered youth, thriving communities

Strides' Employability Empowerment Programme equips youth from underprivileged and fisherman communities with industry-relevant skills to enhance their employability. Each year, we sponsor 100 students for vocational training at Swami Vivekananda Rural Community College (SVRCC) in Puducherry.

Registered under the Pradhan Mantri Kaushal Vikas Yojana (PMKVY), SVRCC blends technical training with soft skills, values, and personal discipline. To date, 760 youth have been trained, with 709 placed in jobs and 32 pursuing higher education.



100

Students from the batch successfully completed their training, with 90 placed in various industries and 10 pursuing self-employment, achieving a 100% employment outcome for the year

100

Students (including 42 girls and 58 boys) from the 9th batch began training at SVRCC in August 2024 and will commence on-the-job training in 2025

Community Welfare

Contribution
to UNSDGs



Sponsorship to Siva Sakthi homes

We partnered with the Siva Sakthi Sathya Sai Charitable Trust to extend compassion and care to intellectually challenged individuals and senior citizens. Located at Sri Raja Rajeswari Nagar, Bengaluru, the Trust provides residential care to 28 individuals with varying degrees of cognitive challenges. Our support includes sponsoring annual grocery and medicine needs, ensuring sustained well-being and dignity for the residents.



Risk Management

Catalysing continuity through proactive preparedness

At Strides, we view risk management as a strategic driver, integral to achieving our business objectives responsibly and sustainably. In today's VUCA environment, we actively integrate risk thinking into every stage of our strategic planning and decision-making processes. This enables us to anticipate emerging challenges, seize new opportunities, and adapt swiftly to uncertainties, thereby enhancing our competitive edge and long-term resilience.

We operationalise this through proactive risk identification and cross-functional risk assessments that enable better project execution, supply chain continuity, and consistent delivery of quality. At Strides, we have also witnessed a meaningful transition in our risk culture – from a top-down approach to a more inclusive, bottom-up mindset.

While leadership continues to set the tone by embedding risk accountability at the strategic level, this culture is now actively sustained through broad-based engagement. Employees across all levels are empowered to recognise, evaluate, and manage risks as part of their daily responsibilities, making risk management a shared mindset and an integral part of how we create value.



Operationally, risk management is deeply embedded in the way we work at Strides. In addition to a standalone function, it is also an integral part of our daily decisions, processes, and cross-functional interactions. This integration ensures that risk awareness and accountability are present at every level of the organisation. Each individual's actions – in identifying, assessing, communicating, and responding to risks shape our collective risk posture. By fostering a culture of proactive ownership, continuous improvement, and shared responsibility, we enhance our operational resilience and align our day-to-day execution with our broader strategic goals. Risk management at Strides also takes environmental, social and governance (ESG) risks into consideration – the ESG materiality is also a crucial assessment that contributes to our risk registers. This alignment reinforces our ability to navigate complexity while delivering on our commitment to responsible and sustainable growth.

Redefining risk resilience

Our Enterprise Risk Management (ERM) framework provides a structured and disciplined approach to identify, assess,

mitigate, and monitor risks across our organisation. It encompasses strategic, operational, financial, and compliance-related risks, and is deeply integrated into our governance and decision-making processes. Fostering a culture of risk awareness and ownership across all levels, the framework promotes accountability and informed, risk-based decision-making in day-to-day operations.

We made major progress during the year in fortifying our risk management practices. We revisited our risk appetite and tolerance thresholds to better align them with our strategic objectives. Consequently, the risk assessment scales were updated to reflect these refined parameters, offering a more accurate evaluation of risks and their potential impacts. It was supported by an update to our enterprise-wide Risk Register, which included a reassessment of existing risk profiles in line with the revised risk appetite, as well as the identification and documentation of new and emerging risks.

We have decentralised the risk register to key business units, entities, and functions with the objective of improving the agility and responsiveness of our

risk oversight. This approach enhances visibility, ownership, and continuous monitoring of risks at the operational level. In parallel, we have defined and implemented Key Risk Indicators (KRIs) for critical risks, which act as early warning signals, facilitating timely interventions and swift mitigation actions.

Enhancing risk management through structured themes and scales

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

Comprehensive Risk Universe across Risk Categories



Financial



Operational



Reputational



Regulatory



Extended Enterprise



Strategic



Sustainability-ESG



Sectoral



Technological



Talent

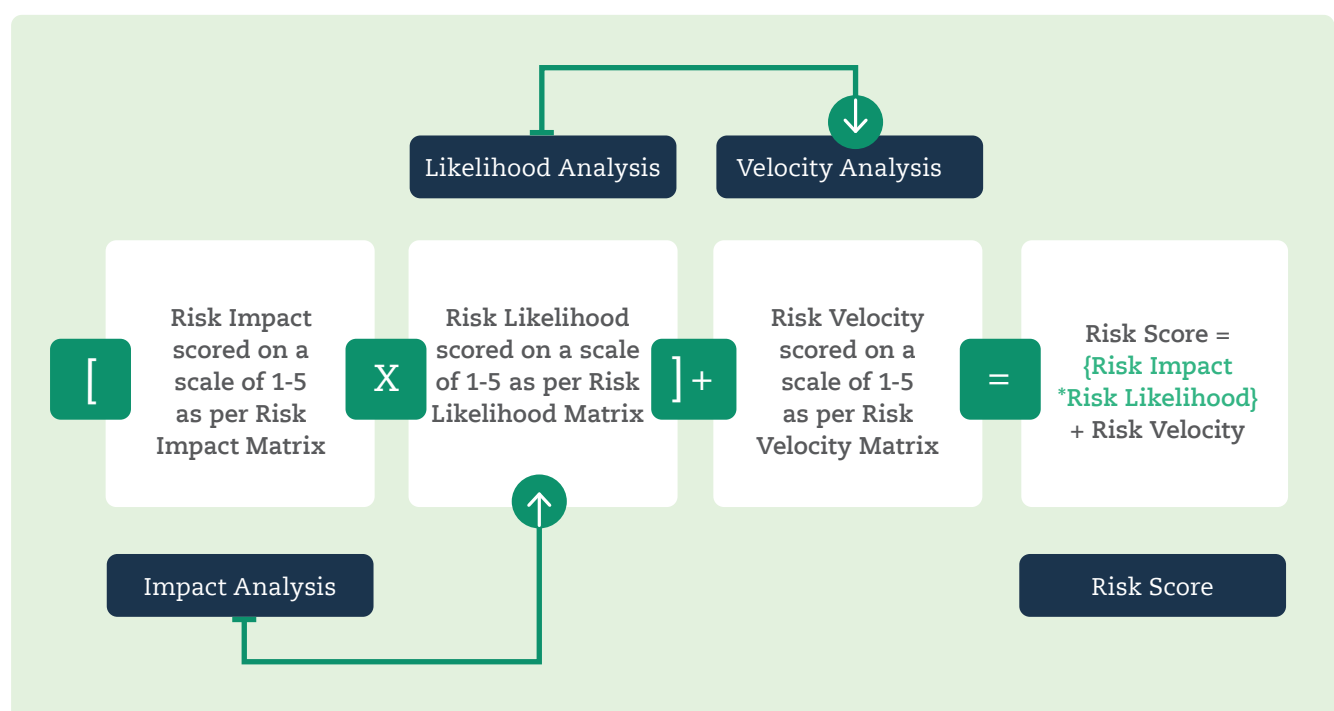
Risk Management

Key Risk Themes and Scores

Risk Theme	Residual Score	Risk Rating	Criteria (Score out of 30)
Regulatory Compliance (Pharma Quality)	High	Very High	Risk score >=25
Litigation & Contract	High	High	Risk score >=15 and <=24
Liquidity	Medium	Medium	Risk score >=6 and <=14
Geopolitical Changes	High	Low	Risk score <=5
Cyber, Data Protection and Privacy Risks	High		
Statutory Compliance	Medium		
Patient Safety and Product Efficacy	High		
Product Pipeline and Approval	Medium		
Business Continuity	Medium		
Environmental Sustainability	Medium		
Mergers and Acquisitions	Medium		
Cost Competitiveness	Medium		
Product Supply	Medium		
Sustainable Market Presence	Medium		
Human Capital (Talent, Development, & Inclusion)	Medium		
Confidential Information	Medium		

Prioritising Risks based on severity and Risk Scores

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



Strengthening business continuity for global operational resilience

In line with our commitment to operational resilience, our Company has established comprehensive Business Continuity Plans (BCP) individually for all manufacturing locations in India and the U.S., R&D Centre, and the Corporate office in India. In addition, the BCP for Corporate has also been designed to incorporate key processes of our Company's important operational subsidiaries located in the United Kingdom, Singapore, Canada, and Switzerland. These measures are aimed at ensuring business continuity in the face of unforeseen disruptions and preserving the integrity of our global operations. Through these efforts, our Company continues to reinforce a resilient and forward-looking risk management culture that underpins our long-term value creation and business sustainability.

Governance: Oversight, infrastructure, and ownership

To achieve the stated ERM objectives, our Company has established three levels of risk management responsibilities: Risk Oversight, Risk Infrastructure & Management, and Risk Ownership. The first level, 'Risk Oversight,' is primarily handled by the Board and the Risk Management & Sustainability Committee (RM&SC), who have played a crucial role in the development of the ERM policy and guidelines. Board holds responsibility for overall governance and provides direction to the management on ERM practices, while the RM&SC acts as a forum for discussing and managing key risks, overseeing the implementation of policies, and evaluating the adequacy of risk management systems.

ERM Governance Structure at Strides



The second level of responsibility, 'Risk Infrastructure & Management', is shared by the Group Level Steering Committee (GLSC) and the Chief Risk Officer (CRO). The GLSC is responsible for deliberating on key risks and reporting them to the RM&SC, while also facilitating cross-collaboration in the development of risk mitigation strategies. The CRO serves as the focal point for coordination of all ERM activities (including trainings for culture change) through the Risk Office, ensuring that risk management efforts are aligned across the organisation. Both the RM&SC and GLSC, together with the CRO, support the Board in maintaining the independence of risk management from other functions.

At the final level, 'Risk Ownership', the responsibility for tracking and mitigating risks rests with the functional heads. These individuals are accountable for identifying new and emerging risks by closely monitoring both the internal and external environments. They also review the status of risks and ensure the effective implementation of mitigation plans, taking ownership of their respective areas of responsibility within the risk management framework.

Internal Auditor

Additionally, the Internal Auditor operates independently of the GLSC and CRO and serves as the third line of defence at Strides, providing independent and objective assurance to the Board of Directors on the effectiveness of our Company's internal control systems, while remaining connected with the Risk Office.

Conclusion

Strides remains committed to fostering a robust and dynamic risk management culture that is integral to the long-term sustainability of the business. Our evolving ERM framework continues to adapt to the changing global landscape, ensuring that we are well-equipped to identify, assess, and manage risks proactively. By embedding risk management into the very fabric of our governance and operational processes, we have strengthened our ability to navigate uncertainties and seize opportunities with confidence. As we continue to prioritise risk resilience, we remain focused on building a future-ready organisation that creates long-term value for all stakeholders, while safeguarding the continuity of our operations, globally.

Governance

Governing with purpose in an evolving operating environment



Manjula Ramamurthy

Company Secretary & Compliance Officer

In today's dynamic global landscape, we see governance as a key differentiator that drives sustainable, ethical, and inclusive growth. Our robust framework ensures every decision aligns with our values, purpose, and long-term vision, reflecting our commitment to doing things right from the outset.

With operations in more than 100 countries, subject to compliance requirements from numerous global regulators and heightened stakeholder expectations, our governance journey is shaped by vigilance, adaptability, and integrity.

We continue to embed these principles deeply into our organisational fabric guiding decision-making, risk management, compliance, and overall culture.

Our governance philosophy

Governance at Strides is an enabler of trust, transparency, and long-term value creation, fully integrated with our ICE values (Integrity, Competency, and Efficiency).

Our governance philosophy rests on the principles of accountability, ethical conduct, fairness, and transparency. It is driven from the top by our diverse and experienced Board, which sets a strong tone on values and behaviour.

Our Executive Leadership is closely aligned with the Board to ensure informed and balanced decision-making. Together, they guide the organisation, while upholding the highest standards of responsibility and integrity.

FY 2024-25 highlights

In FY 2024-25, we made significant progress in strengthening our governance framework, reaffirming our commitment to transparency, accountability, and long-term stakeholder value creation.

Two key corporate events defined the year. The first was the demerger of our Identified CDMO and Soft Gelatin business, through which we distributed ₹78,800 Million to shareholders – one of the largest corporate actions in recent times, involving multiple companies.

Our ESG rating of 76/100, driven by Social and Governance dimension stands as testimony to the robust practices we have adopted to enhance our governance standards.

The year also saw purposeful initiatives to improve Board diversity, streamline our group structure, and embed a strong culture of governance across all levels of the organisation.

Board diversity and composition

At the heart of these efforts was the diversity of our Board, which now comprises 62.5% Independent Directors, including two women Independent Directors – bringing a strong mix of relevant experience and deep domain knowledge.

This balanced structure enables decision-making with broad perspectives and professional rigour.

Our single-tier Board structure, comprising both Executive and Non-Executive Directors, continues to ensure effective oversight and strategic direction.

Board evaluation and succession planning

We also reinforced our governance through a robust Board evaluation process. This mechanism assesses multiple dimensions of Board functioning, including strategic alignment and stakeholder engagement, to drive continuous improvement.

Succession planning remains a key focus area. Our approach emphasises internal talent development and readiness for both planned and unforeseen transitions.

Over the past two years, we have successfully transitioned the roles of Group CEO and Group CFO with internal talent, reflecting the strength of our long-term succession planning strategy.

Governance culture and training

Our governance goes beyond compliance. We emphasise proactive stakeholder engagement and uphold transparency as a core pillar of our operations.

Ongoing professional training enables our directors to stay aligned with industry developments and exercise sound judgment while balancing stakeholder interests.

New directors participate in a comprehensive induction programme tailored to their areas of expertise, helping them integrate quickly into our strategic and operational context.

Regular interactions with business and functional heads further deepen their understanding and support more meaningful contributions.

Conflict of interest and vigil mechanism

To safeguard integrity, we have implemented strong conflict of interest policies through our Code of Conduct and a vigilant Whistle Blower mechanism which provides independent channels for reporting concerns and reinforce our Company's commitment to ethical conduct.

Governance

Corporate structure and subsidiary governance

We operate through a global structure of over 30 subsidiaries across North America, Africa, Europe, Asia, and Australia. These subsidiaries play a vital role in strengthening our market presence, supporting regulatory filings, and enabling manufacturing operations.

To ensure consistent governance across the Group, we have implemented a unified and structured subsidiary governance model for key entities:

Mirroring parent company

practices: Governance at subsidiaries in areas such as Board compliance, financial controls, legal filings, and statutory requirements aligns closely with parent company standards.

Standardised policies: All entities follow group-wide policies on ethics, anti-corruption, whistleblowing, and data privacy. These are tailored to local regulations but anchored in our global governance philosophy.

Local Boards and Committees:

Subsidiaries are supported by local Boards and statutory committees that work in close coordination with the Group. Critical matters are escalated for alignment with overall Group strategy.

Periodic reviews: Internal audits and governance health checks are regularly conducted across key subsidiaries, enabling targeted interventions and reinforcing a robust second line of assurance.

Entity optimisation

In our pursuit of operational efficiency, we periodically review our entity structure to ensure it remains agile and effective.

During FY 2024-25, we undertook several actions to streamline the organisation. This included the liquidation of four dormant entities, the merger of one wholly owned subsidiary into the parent company, and the strategic demerger of identified businesses into OneSource.

Stakeholder communication

We maintain open and proactive communication with our stakeholders.

Through regular updates, media releases, and outreach initiatives, we ensure that shareholders are well-informed about key developments across the organisation.

Retail shareholders are also adequately supported to claim their entitlements in a timely and efficient manner.

Road ahead

As regulatory landscapes grow more complex and closely linked with reputation and organisational resilience, we remain committed to upholding high standards of governance and enable business.

By fostering ethical leadership, strengthening risk management practices, and embracing digital tools for compliance, we are building a future-ready organisation that aims to deliver long-term value and maintain the confidence of all stakeholders.

05

Statutory Reports

- 80 Management Discussion and Analysis
- 94 Board's Report
- 128 Corporate Governance Report
- 160 Business Responsibility and Sustainability Report (BRSR)

06

Financial Statements

- 199 Consolidated Financials
- 327 Standalone Financials

Management Discussion and Analysis

Economic environment

Global Economy

In 2024, the world economy grew at a moderate rate of 3.3% as per IMF, signifying a phase of relative stability. As we progress through 2025, the global environment is seeing a substantial transformation, prompted by nations realigning their policy priorities in reaction to escalating geopolitical tensions and increasing economic difficulties.

The United States has implemented a series of additional tariff measures, eliciting immediate and vigorous responses from key trading partners. This resulted in the enactment of nearly universal tariffs on April 2, 2025. Consequently, effective tariff rates have escalated to unprecedented heights, inflicting a severe and detrimental impact on global GDP.

In light of this uncertainty, worldwide headline inflation is projected to decrease at a slower rate than previously planned. IMF projection indicates a decline to 4.3% in 2025 and thereafter to 3.6% in 2026. The revision indicates elevated inflation projections for industrialised nations, somewhat counterbalanced by slight downward modifications in emerging markets and developing economies.

GDP growth projections (in %)

	2024	2025	2026
Global Economy	3.3	2.8	3.0
Advanced Economies	1.8	1.4	1.5
Emerging Markets and Developing Economies	4.3	3.7	3.9

(Source: IMF, World Economic Outlook, April 2025)

United States:

The United States anticipates an economic growth rate of 1.8% in 2025, a figure that has been adjusted downward because of stringent monetary policy alongside increasing trade disruptions. The current outlook suggests that inflation may persist at a heightened level of approximately 3%, with recent tariff measures contributing an estimated additional one percentage point to this figure. The current landscape indicates a decline in domestic consumption, while the manufacturing sector faces challenges due to increasing input costs, compounded by ongoing global supply chain pressures.

China

China's growth is experiencing a moderation, with projections adjusted to 4% for 2025. This adjustment considers the effects of weakened external demand, continued internal deleveraging, and the ongoing structural shifts towards a consumption-driven economy. The outlook suggests that inflation will likely stay subdued, with the possibility of transitioning into a deflationary phase.

Euro Area:

The eurozone continues to face challenges with subdued consumption and exports, leading to a revised GDP growth forecast of 0.8% for 2025. The ongoing political instability in certain regions, coupled with enduring energy insecurity, poses challenges to investor confidence, particularly in Germany and France.

Emerging Markets and Developing Economies (EMDEs):

The growth trajectory of emerging markets and developing economies is currently exhibiting signs of moderation, with notable effects observed in nations such as Mexico, South Africa, and Argentina. The elevated levels of debt and the decline in currency values within these markets are contributing to increased inflationary pressures while simultaneously limiting the flexibility of policy options. Concurrently, numerous developing nations are facing increasingly stringent financing conditions and a waning interest from investors, which is exacerbating their economic vulnerabilities.

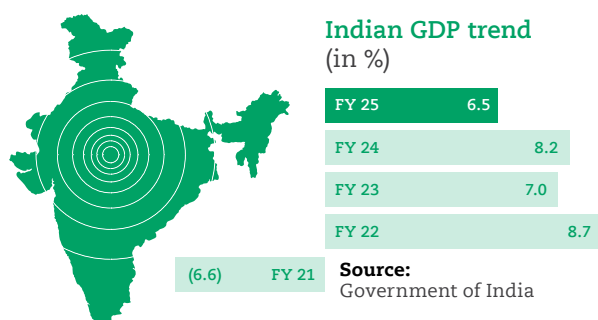
Outlook

Regardless of the difficulties that the global economy is currently experiencing, this period presents a one-of-a-kind chance to increase resilience and map out a more sustainable route forward. There is a possibility of recovery if the appropriate combination of coordinated policies and proactive reform is implemented, as seen by the adaptability displayed by many economies that are under strain.

Countries can assist a global recovery that is more balanced and inclusive if they collaborate to create a trading environment that is stable and transparent, make progress towards timely debt resolution, and address structural imbalances.

The road that lies ahead will require international cooperation to be successfully navigated. It is possible for the global economy to restore momentum, rebuild buffers, and open new chances for prosperity across regions if coherent strategy, strong leadership, and commitment to shared progress are implemented.

Indian Economy



As per IMF, India's GDP expanded by 6.5% in FY 2024-25, solidifying its status as one of the fastest-growing major countries amid global uncertainties. This performance was supported by structural reforms, swift digital transformation, and ongoing infrastructure investments, which combined fortified the country's economic base. Strong domestic demand and ongoing private sector investment contributed further impetus across several sectors.

Monetary policy became accommodative throughout the year. The Reserve Bank of India decreased the repo rate by 25 basis points to 6.25%, aiming to reconcile inflation management with the necessity to enhance credit flow and investment. This supportive position enhanced liquidity and facilitated corporate growth. India's trade performance exhibited resilience externally, with total exports increasing almost 6% year-on-year. Services exports developed as a significant contributor, enhancing India's stake in global services trade and solidifying its status as a leading global services exporter.

The interrelated advancements in consumption, employment, investment, policy, and trade created a unified context for enduring economic performance. India's capacity to manoeuvre through a turbulent global landscape while promoting internal transformation underscores its increasing resilience and preparedness for forthcoming opportunities and challenges.

Outlook

India's FY 2025-26 economic outlook is cautious and resilient due to domestic strengths and global uncertainties. Commodity price volatility, trade interruptions, and geopolitical concerns may hinder growth. Due to structural stability and a strong policy framework, the economy should be able to weather these threats. Maintaining momentum requires accelerating corporate wage growth, improving consumer mood, and boosting private sector investment in critical industries. Agriculture, lower food inflation, and macroeconomic stability should boost rural demand. These elements are crucial for inclusive growth and consumption. India's global competitiveness is likely to improve with targeted deregulation and grassroots structural reforms.

Global pharmaceutical industry development

The pharmaceutical sector worldwide is experiencing continuous growth, driven by factors including product innovation, increased healthcare access, and heightened demand for specialty medications. Developed markets are propelling growth by adopting innovative, high-value therapies, whilst emerging economies are seeing momentum from greater volumes and elevated expenditure on complex treatments due to expanded healthcare coverage.

According to IQVIA, the market is expected to expand at a compound annual growth rate of 6 to 9 percent, with a value of US\$2.23 to 2.25 trillion by 2028. This expansion is influenced by the rising prevalence of chronic diseases, lifestyle-related health concerns, and heightened knowledge of preventative and long-term care. The growing older demographic is exacerbating the demand for comprehensive and accessible healthcare solutions.

The entire pharmaceutical value chain is experiencing a profound upheaval in response to these shifts. Organisations are prioritising transformative breakthroughs, broadening access to healthcare, utilising emerging technology, and improving operational efficiency. Simultaneously, collaboration across the healthcare ecosystem is intensifying, bolstered by advantageous government policies designed to foster long-term resilience. The industry's capacity to navigate uncertainty was well showcased throughout the epidemic via its swift and imaginative worldwide reaction.

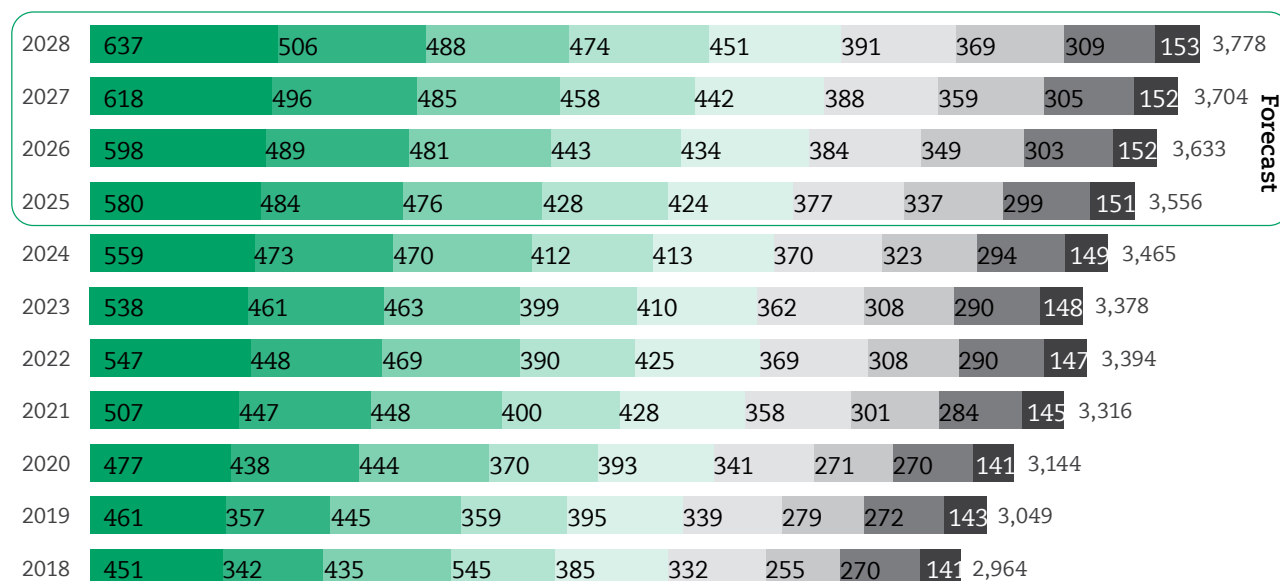
Global pharmaceutical market growth

Region	(US\$ billion)	
	2028	2024-2028 CAGR
Developed	1,775-1,805	5-8%
Pharmerging	400-430	10-13%
Lower income countries	33-37	3-6%
Global	2,225-2,255	6-9%

Source: IQVIA Market Prognosis, September 2023; IQVIA Institute, December 2023

Historical and projected use of medicines by region, 2018-2028

(Defined Daily Doses (DDD) in billions)



CAGR % - 2024-2025

Asia Pacific	Latin America	Western Europe	India	Africa & Middle East	Eastern Europe	China	North America	Japan	Global
3.4	1.9	1.1	3.5	1.9	1.6	3.7	1.3	0.6	2.3

Source: IQVIA Market Prognosis, September 2023; IQVIA Institute, December 2023

Global pharmaceutical market by product type in 2028 (projected)

(US\$ billion)

Spending	Developed	Pharmerging	Lower Income Countries	Global
Original brands	1,390-1,420	110-130	9-13	1,520-1,550
Non-original brands	165-185	130-150	15-19	315-345
Unbranded generics	125-145	53-73	1.5-2.5	185-205
Other	68-88	84-104	3.5-4.5	165-185

Source: IQVIA Market Prognosis, September 2023; IQVIA Institute, December 2023

Principal trends influencing the industry

The global pharmaceutical sector is experiencing a profound shift. Transforming healthcare requirements, technology upheavals, and changing commercial anticipations are prompting organisations to reassess established methods. As the industry traverses a multifaceted environment, five critical trends are emerging as essential foundations for future growth and resilience.

Aging population: Growing lifespan and falling fertility are increasing global ageing, doubling the 60-plus population by 2050. As age-related diseases like cardiovascular disease, diabetes, cancer, and neurological illnesses increase, healthcare demand, notably in the pharmaceutical industry, remains high. Pharma businesses prioritise cardiometabolic, cancer, CNS, and pain management. Biologics, tailored treatments, geriatric-friendly formulations, and access and adherence-supporting digital health solutions are innovating. Immigration may also reduce healthcare workforce shortages in ageing economies. Companies will have to align portfolios with demographic needs, improve public health integration, and provide patient-centric, cost-effective aged care solutions to stay future-ready. Ageing drives pharmaceutical sector growth, not simply demographics.

Reinventing business models

Pharmaceutical businesses are transitioning from traditional frameworks. The emphasis is increasingly on streamlined, technology-driven, and more patient-oriented models that can more effectively match with changing market conditions and stakeholder demands.

Transitioning from treatment to prevention and personalisation

The future of healthcare is advancing towards proactive and individualised solutions. Predictive analytics, preventive care techniques, and point-of-care delivery are more prevalent, facilitated by enhanced biological understanding and advanced technologies that enable customised interventions.

M&A with a purpose

Strategic mergers and acquisitions are increasingly focused, prioritising digital and biotechnology competencies. These agreements pertain not only to scale but also to the acquisition of innovation, the fortification of pipelines, and the expeditious transition to value-based care models.

Adopting artificial intelligence and sophisticated technologies

Collaboration between humans and machines is becoming fundamental to pharmaceutical operations. Artificial intelligence and machine learning are transforming various sectors, including drug research, clinical trials, supply chains, and customer engagement, thereby improving agility and accuracy universally.

Positioned for growth

For Strides Pharma, these trends present strategic opportunities. The Company is focused on expanding its portfolio and strengthening its presence in regulated and emerging markets. Investments in R&D and geographic expansion will enable Strides to capture value from high-growth areas while maintaining affordability in essential medicines. By aligning with evolving industry dynamics, Strides is well-positioned to drive growth and enhance patient access to quality medications.

Outlook

Over the course of the next five years, it is anticipated that developed countries will place a greater emphasis on sophisticated and high-value medicines, whilst emerging nations will continue to look for a balance between affordability and wider access. This shift illustrates the growing role that the pharmaceutical industry is playing in addressing unmet medical needs, even though it is facing mounting hurdles in terms of cost. To preserve the affordability of healthcare and enhance the outcomes for patients all over the world, companies will continue investing in innovation and to make generics and biosimilars more widely available.

Spending on pharmaceuticals is increasing in line with the overall cost of healthcare. This trend can be attributed to several factors, including expanded insurance coverage, a growth in the number of people who self-medicate, and the relatively lower cost of medications in comparison to other medical treatments. When it comes to expanding access to medical care, countries with lesser incomes are increasingly relying on generics and branded generics, while developed regions are making progress with patented and branded therapies. This contrast reflects the global industry's ongoing challenge of balancing innovation with cost-effective healthcare delivery.

The world of Strides Pharma

At Strides Pharma Science Limited, we are a global pharmaceutical company focused on developing and manufacturing niche finished dosage formulations. We operate in over 100 countries and have built a strong global manufacturing presence, with seven facilities across four continents, four of which are approved by

the US FDA. This footprint enables us to serve diverse markets with high-quality, reliable products. In FY 2024-25, we delivered a strong performance, reflecting our focused execution, resilient business model, and commitment to sustainable growth.

Creation of OneSource - continuing our legacy

The successful listing of OneSource marked a significant milestone in our journey of consistent value creation. This achievement resulted in the delivery of incremental value of approximately ₹78,800 million for the shareholders of Strides, reinforcing our commitment to enhancing stakeholder wealth.

With the completion of this transaction, Strides and OneSource now operate as two independently listed entities, each aligned to its distinct strategic priorities. Both companies are governed by

their respective Boards and led by experienced management teams, ensuring focused execution and strengthened accountability.

This strategic move has also simplified the corporate structure, enabling each entity to fully leverage its core strengths, pursue market-specific opportunities, and drive sustainable growth independently.

We remain focused on our commitment to delivering long-term shareholder value through disciplined execution, operational excellence, and a continuous focus on innovation and growth.

Financial Summary

	FY25	FY24	YOY Change
Revenue (₹m)	45,653	38,945	17.2% 
Gross Margins (₹m)	25,854	21,455	20.5% 
Gross Margh (%)	56.6%	55.1%	154bps 
EBITDA (₹m)	8,028	5,868	36.8% 
EBITDA Margin (%)	17.6%	15.1%	252bps 
Operational PAT (₹m)	3,447	279	12x 
Operational EPS (₹)	37.5	3.1	12x 

Operational PAT = Reported PAT from continuing operations excluding exceptional/ items

Numbers presented have been adjusted to reflect the impact of the demerged softgel business to onesource

Key ratios

Particulars	FY 2024-25	FY 2023-24
Debtors' turnover	3.89	3.19
Inventory turnover	1.65	1.54
Interest coverage	3.12	1.52
Current ratio^	1.24	1.10
Debt to equity	0.69	1.17
EBITDA margin (%)	17.6%	15.1%
Operational PAT %	7.6%	0.7%

^Current liabilities exclude current maturities of long-term borrowings

US Pharma Industry Landscape

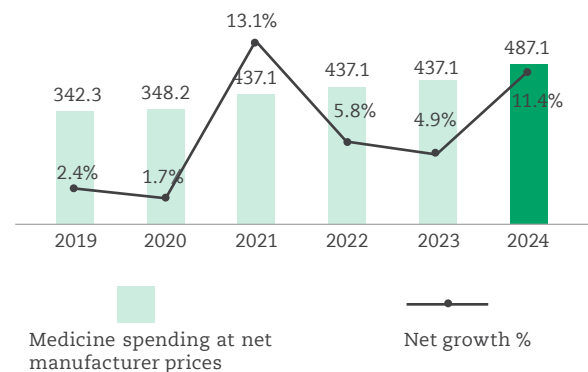
Industry landscape

In 2024, the U.S. pharmaceutical market demonstrated robust momentum aligned with our long-term growth aspirations. Market dynamics were shaped by increased utilisation of innovative therapies, continued dominance of generics in chronic care, and evolving policy frameworks aimed at improving affordability and access.

Overall medicine use increased significantly, with prescription utilisation rising by 1.7% to 215 billion days of therapy. This growth reflects improved access to treatments for chronic conditions, increased engagement by Medicare beneficiaries, and the introduction of novel therapies. Notably, net market expenditure rose by 11.4% in 2024, compared to 4.9% in the previous year. This increase was primarily driven by higher adoption of high-impact treatments particularly in diabetes and obesity rather than broad-based price increases.

Specialty medicines saw particularly strong growth, outpacing traditional therapies in both usage and spending due to a steady stream of new launches and typically higher price points. Oncology spending increased by US\$14 billion year-over-year, reaching US\$103 billion on a net basis, reflecting broader uptake of a growing pipeline of novel cancer treatments introduced over the past decade. Immunology spending rose by US\$7 billion, despite biosimilar competition

U.S. medicine spending and growth at estimated net manufacturer prices, 2019–2024 (US\$ Bn)



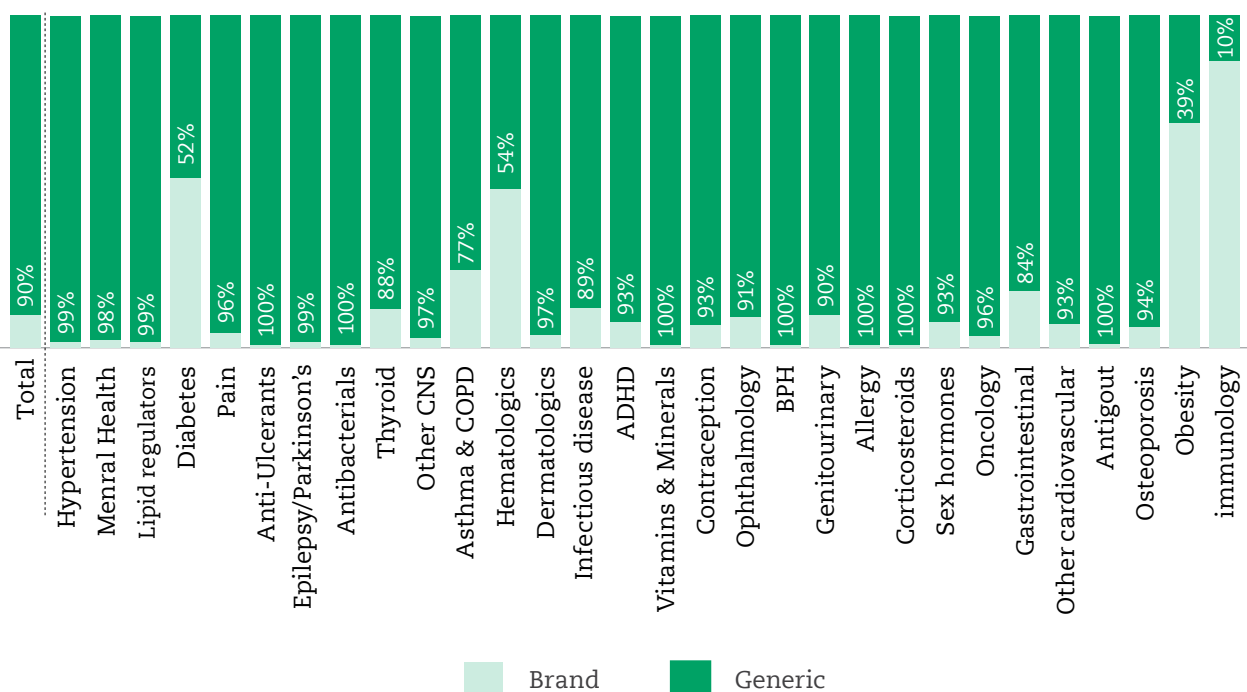
Source: IQVIA Institute, April 2025.

and the loss of exclusivity for adalimumab (Humira), indicating strong demand for alternative branded options. Similarly, new therapies in HIV treatment, especially Integrase inhibitor and NRTI combinations contributed to a US\$1 billion increase in HIV-related spending.

While therapeutic innovation has enhanced patient outcomes, access barriers persist. More than 50% of new prescriptions for novel therapies remain unfulfilled due to cost concerns, highlighting the ongoing need to address affordability. Initiatives under

Share of adjusted prescriptions for top 30 therapy areas by product type, 2024

However, recent trends signal a shift in traditional patterns of generic adoption. Uptake of generics



the Inflation Reduction Act (IRA), including caps on insulin costs and reduced Medicare out-of-pocket liabilities, have begun to alleviate financial burdens. However, structural challenges such as restrictive insurance designs and high out-of-pocket expenses continue to impact patient access, especially for cutting-edge therapies.

Generics: Foundation of access amid shifting market dynamics

Generic medicines continue to serve as a cornerstone of the U.S. healthcare system, accounting for approximately 90% of all prescription volumes in 2024. Their critical role in managing chronic conditions such as hypertension, mental health disorders, lipid regulation, and gastrointestinal issues remains unchanged, with substitution rates in many of these areas exceeding 98%. post-loss of exclusivity (LOE) has slowed, with payer rejection rates exceeding 25% for new generic claims within two years of launch. This trend has delayed patient access and limited the commercial viability of new generics. Additionally, price erosion once a hallmark of competitive generics markets has begun to moderate, especially in already commoditised segments.

In high-growth therapy areas such as diabetes, obesity, and immunology, branded products have gained substantial share, reflecting the strong uptake. In 2024, branded drugs represented nearly 50% of diabetes prescriptions and over 60% of obesity-related treatments. The absence of generic or biosimilar alternatives for many of these new therapies has shifted the therapeutic mix and delayed substitution opportunities.

Regulatory and policy landscape

Structural reforms under the IRA and changes to Medicare Part D continue to reshape the pharmaceutical market landscape. These policies are expected to generate long-term savings and improve affordability but may also introduce pricing pressures and compliance burdens for manufacturers. For generic companies, the new environment necessitates greater operational agility and strategic engagement with payers to ensure sustained access and competitiveness.

IQVIA projects that small molecule LOEs could generate approximately US\$90.9 billion in cumulative savings between 2025 and 2029. Capturing this opportunity will depend on overcoming systemic barriers to generic uptake including regulatory clarity, payer alignment, and streamlined substitution pathways.

At the same time, U.S. medicine spending is forecast to grow by 3% to 6% annually through 2029, propelled by continued innovation and offset in part by price cuts and patent expiries. By 2029, net spending is projected to rise by US\$ 116 billion compared to 2024 levels. On a list-price basis, total spending is expected to grow between 5%-8% annually, with net growth of 3%-6% after accounting for discounts and rebates.

The U.S. market as a continues to be source of value creation, underpinned by innovation in specialty therapeutics and the enduring relevance of generics in foundational care. As the U.S. healthcare environment continues to evolve, our strategy is built around agility, innovation, and access.

Advancing in line with our aspirations

Strides' overview and performance in the US market

₹24,457 Mn
Revenue

53%
Of consolidated
revenues represented
by US business

73
Commercial
products

Our progress in the U.S.

The United States remains the largest and most attractive pharmaceutical market, offering significant opportunities for growth. We leverage our strong R&D capabilities to target 15-20 filings each year, while capitalising on our established front-end infrastructure to scale operations. Among Indian peers, we rank among the fastest-growing companies in the US generics space.

Our US strategy is built on a focused portfolio of niche products, disciplined pricing, and carefully timed launches. This differentiated approach has helped us protect margins and sustain profitability, even amid a challenging market environment. Backed by USFDA-approved facilities and continued R&D investments, we are well-positioned with a broad portfolio of approved products to drive future growth and innovation.

The US business recorded ₹24,457 million (\$291m) in revenue, representing 21.8% YoY growth and exceeding the outlook. This was propelled by new product launches, steady base business, and a strong commercial execution framework.

230+

Cumulative ANDAs filed

215+

Cumulative ANDAs approved

Top 3

Ranking for 36 products, enjoying a market-leading position for several years, contributing 75% of our total US revenues

U.S. medicine spending is forecast to grow by 3% to 6% annually through 2029, propelled by continued innovation and offset in part by price cuts and patent expiries. By 2029, net spending is projected to rise by US\$ 116 billion compared to 2024 levels.

Key highlights, FY 2024-25

- Continued to strengthen market share underpinned our growth momentum.
- Received 5 product approvals and launched 7 products.
- Commercialised products in the US stood at 73
- Maintained strong market share across the portfolio, supporting year-on-year growth
- Delivered industry-leading customer service with near-zero Failure-to-Supply penalties

Road ahead

In the Generics segment, we have identified 60 dormant ANDAs for reactivation over the next three years. These products are progressing through various regulatory phases, including Prior Approval Supplements (PAS) related to source changes and cost efficiencies. Their relaunch is integral to our strategy of reaching the US\$400 million revenue from generics milestone.

Beyond Generics, we have made targeted investments in high-value segments such as Controlled Substances, Nasal Sprays, and 505(b)(2) products laying the groundwork for our next phase of growth. We filed our first Nasal Spray product with the USFDA in Q1FY 2025-26, reinforcing our commitment to innovation and long-term value creation.

Other regulated markets: Maximising portfolio and pursuing partnerships

Industry landscape

European Union (EU5)

EU5 pharmaceutical markets (UK, Germany, France, Italy, and Spain) are predicted to expand by US\$70 billion from 2024-2028. This expansion will be driven by new product launches, generics, biosimilars, and altering healthcare policy, however economic and regulatory variables will affect the speed of growth. Germany and the UK will see faster rise in medicine spending, while Italy's budget constraints limit spending. Medicine spending in the EU5 is estimated to climb 4-7% annually, reaching US\$250-300 billion by 2028.

In speciality areas like oncology, neurology, and immunology, new brands and innovation will fuel market expansion. However, tougher reimbursement decisions and financial concerns may restrict the pace of adoption. Loss of Exclusivity (LOE) for several blockbuster pharmaceuticals will lower prices, while generics and biosimilars will save US\$18 billion, offsetting spending increases.

Economic and geopolitical considerations increasingly influence healthcare spending. The Russia-Ukraine conflict has raised energy and inflation, forcing governments to tighten budgets using price controls, rebates, and return systems to balance cost management and pharmaceutical access. Payer strategies and health technology assessments (HTAs) are evolving to manage innovation within budget restrictions. The EU HTA Regulation, effective 2025, will standardise clinical evaluations but leave price to member states. To optimise high-cost therapy spending, payers are using outcome-based pricing, price-volume deals, and managed access.

Chronic disease management relies on trusted brands for efficacy and affordability. New brands boost growth, and generics and biosimilars, notably in immunology and cancer, keep European prices competitive.

Australia

The pharmaceutical sector in Australia is seeing consistent expansion, propelled by an ageing demographic, heightened health consciousness, and an emphasis on preventative healthcare. The market includes prescription prescriptions, over-the-counter (OTC) treatments, and additional pharmaceutical items.

Prescription medications represent a substantial segment of the market, with demand bolstered by governmental programmes such as the Pharmaceutical Benefits Scheme (PBS), which subsidises numerous prescription drugs, hence improving accessibility for Australian citizens.

Notwithstanding a strong domestic market, Australia significantly depends on pharmaceutical imports, with a considerable proportion of medications utilised being procured from abroad. This dependence highlights the significance of global supply chains in fulfilling domestic healthcare requirements.



Strides' overview and performance in other regulated markets

₹13,585 Mn

Revenue

13.5%

Year-on-year growth in revenue from other regulated markets

30%

Of consolidated revenues represented by other regulated markets business

Our progress in Other Regulated Market

In FY 2024-25, Strides Pharma strengthened its presence across key regulated markets beyond the U.S., delivering a robust 13.5% year-on-year revenue growth in the Other Regulated Markets (ORM) segment, reaching ₹13,585 million from ₹11,964 million in FY 2023-24. This growth was driven by portfolio optimisation, consistent quarterly execution, and strategic B2B partnerships.

This segment, which includes geographies such as the UK, Australia, and Continental Europe, remains a strategic pillar in the Company's global footprint. To support long-term growth, we initiated over 150 R&D filings for our partner-led model across 20+ EU markets. In Australia, we continue to benefit from a 10-year supply agreement with Arrotex, the country's leading generics player.

Our market expansion strategy delivered results through increased volumes and new customer

acquisitions, strengthening our position in key geographies. Notably, our B2B platform synergICE exceeded expectations, driving business efficiency, deepening partnerships, and enhancing customer satisfaction. With ongoing investments in capability, quality, and process optimisation, we remain focused on sustainable, innovation-led growth.

UK

The UK remains our anchor market in Europe, where our subsidiary, Strides Pharma UK Limited, maintains a strong and growing presence. We have established a strong and credible presence, leveraging a diversified distribution network across both prescription (Rx) and over-the-counter (OTC) segments. Our reach spans Tier-1 and Tier-2 retail wholesalers, NHS supply chains, and Clinical Commissioning Groups (CCGs). Recognised for our commitment to quality and reliability, we actively participate in NHS tenders through the Commercial Medicines Unit (CMU), reinforcing our position as a trusted partner in the UK's healthcare landscape.

Australia

Australia's pharmaceutical market is characterised by its knowledge-driven, technology-intensive nature, supported by strong access to medicines, high generic penetration, growing awareness of chronic and lifestyle-related conditions, and subsidised prescription costs under the Pharmaceutical Benefits Scheme (PBS). In this dynamic environment, we have built a strong, long-standing partnership with Arrotex Australia's leading pharmaceutical company with a significant market footprint. As their preferred strategic supplier, we support a wide portfolio of products through this collaboration. To serve the Australian market efficiently, we operate a dedicated manufacturing facility in India, ensuring consistent quality and supply.

EU

European Union's pharmaceutical landscape is marked by regional diversity, with varying market dynamics across Western, Eastern, and Southern Europe. Recognising that success in one region doesn't guarantee the same in another, we have adopted a tailored approach to each market we operate in. This strategy has enabled us to deliver consistent growth across the continent. Our strong network of strategic partnerships continues to drive momentum and fuel our expansion across key European markets.

In FY 2024-25, the growth in Continental Europe was more subdued due to longer-than-anticipated timelines between product approvals and commercial launches by our B2B partners. These partners, among the top generic players in Europe, typically require multi-country regulatory clearances before initiating launches, which has led to delays despite a robust pipeline of approved products.

In FY 2024-25, Strides Pharma strengthened its presence across key regulated markets beyond the U.S., delivering a robust 13.5% year-on-year revenue growth in the Other Regulated Markets (ORM) segment, reaching ₹13,585 million from ₹11,964 million in FY 2023-24.

Key highlights, FY 2024-25

- Witnessed robust demand for key products; along with new long-term supply contracts, this significantly drove growth in the UK and Nordic markets
- Appointment of new partners with a pan-European presence led to longer-than-expected timelines for product launches
- Delivered strong performance in the UK market, while other European regions remained relatively muted
- Maintained strong customer advocacy and dependable supply, which enhanced our reputation and helped expand our customer base

Way forward

Looking ahead, growth will be driven by the expansion of our product portfolio and continued acquisition of new customers across key markets. We are well-positioned to capitalise on a robust funnel of opportunities currently in the pipeline, which are expected to convert into meaningful revenue streams. Additionally, sustained momentum in regulatory filings will support our medium-term growth trajectory, reinforcing our commitment towards the region.

Growth markets: Growth driven by new geographies and products

Industry landscape

Latin America

The Latin American pharmaceutical market is rapidly emerging as one of the fastest-growing sectors worldwide, with a predicted compound annual growth rate considerably exceeding the global average. This impetus is propelled by increasing income levels, a burgeoning middle class, and enhanced access to healthcare. As regional economies advance, a greater number of individuals may access medical treatment, resulting in heightened demand for pharmaceutical items.

An increasing elderly demographic is also driving the rise, necessitating more prescriptions to address chronic ailments. Simultaneously, governments are undertaking coordinated investments in healthcare infrastructure and services, thereby improving access to medical treatment. Initiatives for regulatory harmonisation are reducing obstacles for enterprises seeking to enter or expand in the market, thereby enhancing the region's appeal to global pharmaceutical entities.

Brazil and Mexico dominate the region in market size, illustrating the magnitude and promise of Latin America's pharmaceutical sector. The region offers a significant growth opportunity for pharmaceutical businesses prepared to address its increasing healthcare needs, due to a favourable combination of economic, demographic, and policy-related variables.

Africa

The African medicines market, excluding COVID-19 vaccines, is anticipated to expand at a compound annual growth rate of 6%, reaching an estimated US\$34 billion by 2027 in the base-case scenario. This rise signifies a comprehensive transformation occurring throughout the continent, propelled by a confluence of population changes, advancing healthcare requirements, and favourable legislative improvements.

Accelerated urbanisation is inducing lifestyle modifications that are elevating the incidence of chronic diseases, thus amplifying the demand for a broader spectrum of pharmaceutical products. Simultaneously, governments throughout Africa are diligently promoting efforts to entice international investment and foster indigenous industry. These initiatives seek to diminish import reliance, improve healthcare accessibility, and establish more robust pharmaceutical supply chains.

Notwithstanding advancements, the continent persists in contending with a twin burden of infectious diseases and an increasing prevalence of non-communicable ailments. This highlights the pressing necessity for accessible, efficient, and locally sourced medical solutions. The regulatory harmonisation initiatives, notably the formation of the African Medicines Agency, represent a crucial advancement in developing a more cohesive and effective pharmaceutical environment, facilitating expedited approvals and enhanced quality assurance across markets.

Our progress in Growth Markets

Our Growth Markets segment spans both established regions such as South Africa and other African countries and emerging focus areas including Latin America, APAC, CIS, China, and the Middle East. Collectively, these markets contribute over 10% to our consolidated revenue.

In FY 2024-25, the segment recorded revenue of ₹4,927 million, up from ₹3,967 million in FY 2023-24, reflecting a growth of 24.2% YoY. This growth was driven by



Strides' overview and performance in growth markets

₹4,927 Mn
Revenue

24.2%
Year-on-year growth in
Growth markets

11%
Of consolidated revenues
represented by growth markets
business



increased volumes, expanded market coverage, and deeper penetration across emerging regions including parts of Africa, Asia-Pacific (APAC), and the Middle East and North Africa (MENA).

The Company continued to invest in regulatory infrastructure and portfolio development to support its branded generics strategy in these markets. While the segment remains subscale, it has shown consistent momentum, supported by a combination of new product introductions and the expansion of commercial teams on the ground. These investments have enabled Strides to seed new markets and build a foundation for long-term participation.

Growth in these geographies was supported by a mix of direct market entries and partnerships, with a focus on improving access to essential medicines. Although the business remains lumpy due to its evolving scale, the Company maintained a disciplined approach to portfolio selection and market prioritisation.

Established geographies

South Africa: Our portfolio boasts an extensive array of over 100 molecules, catering to diverse needs and markets. We have forged a robust relationship with Dischem, a prominent player in the industry, ensuring seamless access to our innovative products for customers.

Other African countries: The African pharmaceutical market is anticipated to witness robust growth, exceeding 10%, with branded generics expected to outpace originators. To capitalise on this promising landscape, our medical field force, covering 20,000 healthcare professionals, ensures our well-established presence.

Targeted expansion

We are pursuing a focused regional expansion strategy aimed at unlocking growth in high-opportunity markets:

- **Latin America (LATAM):** With deep-rooted experience in this legacy market, we are well-positioned to build on our strong foundation and drive sustainable growth.
- **Asia Pacific (APAC):** A substantial registered portfolio enables us to re-enter key markets in the region and tap into its growing demand.
- **Commonwealth of Independent States (CIS):** Leveraging our existing product registrations, we are re-establishing our footprint to capture market share and expand presence.

Through strategic partnerships

- **China:** We have entered into a joint venture with Sihuan, with three products currently progressing through the registration process.
- **Middle East:** We see significant opportunity in this region and are in discussions to forge strategic partnerships with at least three leading pharmaceutical companies.

The Company continued to invest in regulatory infrastructure and portfolio development to support its branded generics strategy in these markets. While the segment remains subscale, it has shown consistent momentum, supported by a combination of new product introductions and the expansion of commercial teams on the ground.

Key highlights, FY 2024-25

- Revenue from Growth Markets increased by 24.2% YoY, reflecting strong volume-led growth and successful new product launches.

Way forward

We have initiated a wave of regulatory filings across new territories, marking a key step in our long-term growth strategy. Given the extended regulatory timelines in many of these markets, we anticipate variability in quarterly performance over the next two years as the business stabilises. Going forward, our focus will remain on maximising portfolio potential and expanding our channel partner network with precision both of which will be critical drivers of sustainable growth in our Growth Markets segment.



Access markets: Tender-driven business

₹2,685 Mn
Revenue

6%
Of consolidated
revenues represented by
access markets business

Our progress in Access Markets

In FY 2024-25, Strides Pharma's Access Markets segment experienced a marginal decline in revenue, reflecting the inherently lumpy nature of this business. The segment, which includes tenders and institutional sales across low- and middle-income countries, is characterised by variability in order volumes and timing.

We witnessed renewed momentum in access markets following the launch of the new antiretroviral tender. While donor-funded procurement continues to introduce variability, we remain committed to driving growth through strategic market engagement and a strong focus on customer-centric approaches.

Despite the year-on-year degrowth, the Company maintained its focus on regulatory readiness and portfolio expansion to support long-term participation in these markets. Strides continued to invest in filing activities and operational infrastructure to ensure supply continuity and compliance with evolving procurement standards.

The Access Markets business remained an important part of the Company's global footprint, contributing to volumes and supporting its broader mission of improving access to affordable medicines in underserved regions. The segment continues to offset the operational costs of the manufacturing facility, ensuring its optimal utilisation.

Key highlights, FY 2024-25

- Maintained focus on Cost Improvement Programs (CIPs) with vendors to drive cost efficiency and strengthen competitiveness

Way forward

Growth is expected to remain uneven in the near term, given the tender-driven nature of the segment. However, we remain focused on optimising participation, managing costs effectively, and ensuring operational sustainability as we navigate this variability.

Research and development at our fore

Innovation is the engine powering our growth. In recent years, our R&D efforts have been sharply aligned with portfolio enhancement, allowing us to consistently deliver value through niche, high-impact products. Our state-of-the-art Global Formulation R&D Centre in Bengaluru serves as the innovation hub where ideas are transformed into differentiated therapies.

Backed by a skilled and dedicated team, we harness advanced pharmaceutical technologies to develop a wide range of dosage forms from oral solids and liquids to topicals, sachets, and modified-release formulations. Our development pipeline is designed to serve the needs of both regulated and emerging markets, reflecting our global outlook and adaptability.

Through this broad and forward-looking approach, we continue to push the boundaries of product development driven by science, guided by technology, and rooted in our commitment to better healthcare access worldwide.

➤ [More details refer to pg. 42](#)

Quality and compliance first culture

Focus on quality and compliance is a culture we embed across every level of our organisation. Our commitment to quality excellence is reflected in how we align our people, processes, products, and technologies to meet and exceed global standards. We invest in equipping our teams with advanced training that sharpens their ability to identify, address, and prevent quality issues proactively. Through our comprehensive quality excellence programme, we uphold rigorous compliance frameworks while continually driving improvement and accountability across operations.

➤ [More details refer to pg. 38](#)

Robust IT infrastructure

Our digital transformation journey has been instrumental in strengthening compliance and elevating operational quality. Over time, we've built a robust IT backbone that supports automation across key functions spanning research, manufacturing, and quality systems. A cornerstone of this evolution is our adoption of the Manufacturing Execution System

(MES), which enables real-time data capture from equipment and instruments, ensuring adherence to Good Manufacturing Practice (GMP) standards.

Through MES, we generate electronic Batch Manufacturing Records, enabling faster batch approvals via 'Review by Exception' and significantly reducing manual oversight. Electronic logbooks further eliminate documentation errors, allowing accurate, real-time activity tracking. These digital capabilities not only streamline our operations but also enhance our ability to meet global regulatory expectations. Combined with deep R&D expertise and strong regulatory acumen, this tech-driven approach has supported successful product registrations across multiple-controlled markets worldwide.

➤ [More details refer to pg. 54](#)

Led by our people

The passion, integrity, and relentless pursuit of excellence of our people continue to drive our progress across global markets and business segments. We cultivate a high-performance culture that values individuality, encourages innovation, and recognises contributions at every level.

We are committed to creating a safe, inclusive, and empowering workplace where every team member can thrive. Our work environment is built on mutual respect and trust, with a strong focus on employee well-being. From comprehensive safety protocols to wellness initiatives, we ensure our people feel supported.

Learning and development are deeply embedded in our culture. Through structured training programmes, functional academies, mentorship opportunities, and access to digital learning platforms, we enable our teams to continuously enhance their skills and adapt to the evolving business landscape. Our internal mobility programmes further encourage career progression and cross-functional exposure.

Collaboration remains a core pillar of how we work. Leveraging robust digital infrastructure, we enable seamless teamwork across geographies, functions, and time zones. We encourage knowledge-sharing through communities of practice, cross-functional projects, and peer learning initiatives ensuring that best practices are institutionalised, and innovation is accelerated.

Transparent communication is fundamental to our culture. Our senior leadership regularly engages with employees through global townhalls, virtual connects, and focused feedback sessions. Our employee feedback and governance app provide a direct channel for real-time insights and continuous dialogue reinforcing our belief that every voice matters.

We uphold the highest standards of ethical conduct and governance. Our Whistleblower Policy ensures a safe and confidential space for employees, directors,

and stakeholders to raise concerns about potential misconduct or policy violations, with zero tolerance for retaliation.

Creating an equitable and respectful workplace is a top priority. Our gender-neutral Prevention of Sexual Harassment (POSH) policy is supported by awareness programmes, sensitisation workshops, and trained internal committees. We actively promote diversity and inclusion, striving to ensure that all individuals, regardless of gender, background, or identity, feel welcomed and empowered.

➤ [More details refer to pg. 46](#)

Risk management

We place strong emphasis on Enterprise Risk Management (ERM) and Business Continuity Management (BCM) as critical enablers of our strategic and operational resilience. Our ERM framework is dynamic and deeply integrated into our decision-making processes continuously evolving to align with our strategic priorities and the shifting global risk landscape. It addresses a wide range of potential exposures, including financial, operational, geopolitical, compliance, and Sustainability-ESG risks, ensuring that we remain agile and future-ready.

Our risk management systems played a pivotal role in navigating geopolitical uncertainties and supply chain disruptions. Proactive planning and mitigation efforts helped us minimise financial impact and maintain operational continuity. A notable focus area has been cybersecurity an increasingly critical dimension of enterprise risk. We have invested significantly in advanced security infrastructure, including the establishment of a dedicated Security Operations Centre (SOC) to monitor, detect, and respond swiftly to emerging threats.

Cybersecurity is now a standing agenda item in our monthly governance reviews, reinforcing its strategic importance at the highest levels. These efforts reflect our broader commitment to safeguarding business continuity, protecting stakeholder interests, and enhancing organisational trust and resilience in an interconnected world.

➤ [More details refer to pg. 72](#)

Internal control systems and adequacy

Our advanced IT infrastructure underpins strong internal controls across all business functions, ensuring accuracy, transparency, and reliability in financial reporting. We maintain a comprehensive and continuous internal audit programme, executed by Grant Thornton, which systematically reviews key operational areas. The Audit Committee provides consistent oversight by regularly evaluating audit findings, reinforcing governance and accountability across the organisation.

Board's Report

Dear Shareholders,

On behalf of the Board of Directors of the Company, it gives me pleasure in presenting the 34th Board's Report, along with the Audited Financial Statements (Consolidated & Standalone) for the financial year ended March 31, 2025.

1. Financial performance

Company has prepared the Consolidated and Standalone Financial Statements for the financial year ended March 31, 2025, in accordance with the Indian Accounting Standards (**Ind AS**) as prescribed under the Companies Act, 2013 (**Act**).

Key highlights of Consolidated and Standalone Financial performance of the Company for the financial year ended March 31, 2025 is provided below:

₹ in Million

Particulars	Consolidated			Standalone		
	FY25	FY24 ³	YoY	FY25	FY24 ³	YoY
Revenues ¹	45,653	38,945	17.2%	21,394	18,661	14.6%
Gross Margin	25,854	21,455	20.5%	10,559	8,970	17.7%
Gross Margin%	56.6%	55.1%	154bps	49.4%	48.1%	129bps
EBITDA ²	8,028	5,868	36.8%	2,624	1,505	74.4%
EBITDA%	17.6%	15.1%	252bps	12.3%	8.1%	420bps

¹Revenues referred in this section excludes interest income, guarantee commission, rental incomes and other non-operating income.

²EBITDA referred in this section is post employee benefit expenses and operating expenses.

³FY24 figures are excluding the numbers related to the demerged Softgel business.

2. Company's performance

FY25 marked a strong year for Strides, characterised by robust execution and consistent performance across key operational metrics. The Company had set out clear targets for FY25, including revenue growth of 12–15% YoY, EBITDA in the range of ₹7,500–₹8,000 million, a Net Debt to EBITDA ratio below 2x, and US revenue between USD 275–290 million.

Strides not only met but exceeded these guidance metrics. Consolidated revenue stood at ₹45,653 million, reflecting a YoY growth of approximately 17.2%, driven by the strong performance of the US business. EBITDA grew by 36.8% YoY to ₹ 8,028 million, reflecting enhanced operational efficiency and margin resilience post demerger. Company reduced its Net Debt significantly to ₹ 15,222 million*, a reduction of ₹ 5,128 million during FY25. Consequently, Net Debt/ EBITDA ratio was at 1.9x* as at March 31, 2025. US business clocked US\$ 291 million in revenues thereby achieving a YoY growth of 21.8% propelled by new product launches, steady base business and a strong commercial execution framework. Company's operational PAT for FY25 was at ₹ 3,447 million with operational EPS at ₹ 37.5 per share, a 12x growth YoY.

Strong operating leverage, cash flow generation and overall financial discipline has significantly improved Company's profitability and

strengthened its Balance Sheet position for FY25. This is clearly demonstrated in Company's key balance sheet metric viz., Net Debt to Equity ratio improved to 0.59x* (as against 0.98x in FY24), Net Debt to EBITDA improved to 1.90x* (as against 2.72x in FY24), Cash to Cash Cycle improved by 12 days to 117 days, one of the best in Industry, Current Ratio improved to 1.24x^ (as against 1.10x in FY24), Return on Capital Employed improved to 14.86% (as against 12.83% in FY24) and Fixed Asset Turnover Ratio improved to 4.95x (as against 4.60x in FY24).

Market Wise Performance for the year

US Business

Revenue from the US business for FY25 stood at ₹ 24,457 million (US\$ 291 million), as against ₹ 20,078 million (US\$ 243 million) in FY24, a growth of 21.8% YoY. Company launched seven new products and sustained market share across its existing portfolio led by consistent demand, operational reliability, and strong field execution.

Of the 73 products commercialized, Strides is ranked amongst the top three player in 36 products, thereby enjoying a market leading position for several years. Industry leading customer service levels amongst generic pharma

*Net debt is arrived post adjusting for 'Deferred consideration receivable

^Current liabilities exclude current maturities of long-term borrowings

players is leading to near-zero-Failure to Supply penalties for Strides.

From a US business perspective, focus shall continue to remain on fast-tracking launches from the approved basket of ANDAs (230+ ANDAs with 215+ approvals) which comprises of acute and chronic products, including domains of controlled substances, hormones and nasal sprays. Company has identified 60 dormant ANDAs from the portfolio, which are under various regulatory phases of PAS (Prior Approval Supplements) for source changes and cost leadership to be relaunched over the next three years to achieve the annual revenue objective of US\$ 400 million by FY28. Company has also invested in new segments as part of its long-term strategy to grow beyond US\$ 400 million mark. Our active engagement in various activities, including in-licensing, partnering and developing in-house capabilities further boost our capability to enrich our portfolio.

Other Regulated Markets (ORM)

ORM comprising of all Regulated Markets excluding US Business delivered a YoY growth of 13.5%.

FY25 Revenue from ORM stood at ₹ 13,585 million (US\$ 162 million) as against ₹ 11,964 million (US\$ 145 million) in FY24.

In Europe, Company has onboarded new partners with a pan-European presence, enhancing long-term market access. Our sustained focus on customer advocacy and reliable supply has enabled us to expand our customer base and strengthen our market presence. Further, a robust in-licensing portfolio has been established to drive near-term growth in the UK and Nordic regions.

From an ORM Business Outlook perspective, expansion of the product portfolio and new customer acquisitions, converting existing strong funnel of new opportunities and continued momentum in filings and approvals shall drive growth in this market.

Growth and Access Markets

Growth Market comprises of Africa operations and new geographies of LATAM, MENA, CIS and APAC.

Revenue from Growth Markets for FY25 stood at ₹ 4,927 million (US\$ 59 million) as against ₹ 3,967 million (US\$ 48 million) in FY24, reporting a YoY growth of 24.2% led by Africa operations and driven by new product launches.

From Growth Markets Business Outlook perspective, focus on portfolio maximization strategies and astute channel partner expansion shall drive the future growth. Growth Market is positioned for strong growth through geographical expansion and new product launches.

Access Markets (Institutional Business) revenue continues to be lumpy as all the business is tender driven. Revenue for FY25 stood at ₹ 2,685 million (US\$ 32 million) as against ₹ 2,937 million (US\$ 36 million) in FY24, recording a YoY de-growth of 8.6%.

From an Access Markets Business Outlook perspective, focus on Cost Initiative Programs with vendors to reduce COGS and enhancing the competitiveness shall drive growth in this market.

Other Key Achievement during FY25

- Company received an industry leading ESG rating of 76/ 100 from S&P Global on its debut voluntary participation in their Corporate Sustainability Assessment (CSA). Strides was also featured in S&P Global's Global Sustainability Yearbook 2025 for achieving "Top 10%" global ranking.
- Company successfully completed demerger of its Identified CDMO and Soft Gelatin business to OneSource Specialty Pharma Limited (OneSource). OneSource, India's leading specialty pharma pure play Contract Development and Manufacturing Organizations (CDMO) was listed with the Stock Exchanges (NSE and BSE) on January 24, 2025. The said transaction delivered incremental value of ~₹ 78,800 million for Strides' shareholders. This milestone is a testament to our philosophy of creating value for all stakeholders.
- Company has received multiple external recognitions across diverse functional areas, including Packaging, Manufacturing Excellence, Women Empowerment, Quality Culture, Supply Chain, Treasury, Legal, and CSA (Corporate Sustainability Assessment) scores, amongst others. These accolades underscore the Company's commitment to strong governance practices, reinforced by close performance monitoring and compliance reviews across business functions.

In summary, Company performance demonstrated 'Robustness' with its metrics driven financial performance; 'Resilience' through its efficiency led operations; and 'Reliability' with focused efforts on both people and processes across the organization.

As we look ahead, Company remains focused towards disciplined execution of its business strategies, underpinned by strong governance and a deep commitment to ESG, all aimed at delivering superior business outcomes and creating long-term value for all stakeholders.

3. Dividend for FY25

Board of Directors of the Company recommend a Final Dividend of ₹ 4/- per equity share of face value of ₹ 10 each. Aggregate dividend payout if approved by the Shareholders will be ~₹ 368.65 million, with a payout ratio of 62% of PAT on a Standalone basis.

Dividend is subject to approval of Shareholders of the Company at the ensuing Annual General Meeting (AGM) and deduction of tax at source. Dividend if approved by the Shareholders, would be paid within 30 days from the date of AGM to those Shareholders whose name appear in the Register of Members as on the Record Date mentioned in the Notice convening the AGM.

Dividend payment is based upon the parameters mentioned in the Dividend Distribution Policy approved by the Board of Directors of the Company, which is in line with Regulation 43A of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations).

The said Policy is available on the Company's website and web link to access the same is provided in Page 156 of the Annual Report.

4. Transfer to Reserves

Movement in Reserves and Surplus during the financial year ended March 31, 2025, is provided in the Statement of Changes in Equity included in the Consolidated and Standalone Financial Statements (Refer Note no. 20 and 19, respectively).

5. Update on Corporate Actions

During the year under review and to the date of this Report, your Company has undertaken/initiated the following key corporate actions:

5.1 Scheme of Arrangements

5.1.1 Amalgamation of Strides Alathur Private Limited (formerly known as Vivimed Life Sciences Private Limited) into the Company

Strides Alathur Private Limited (Strides Alathur), Company's wholly owned subsidiary amalgamated into the Company pursuant to a Scheme of Amalgamation (Scheme) under Section 230-232 of the Companies Act, 2013.

Scheme received approval of the Hon'ble National Company Law Tribunal (NCLT), Mumbai Bench on August 13, 2024. Appointed Date for the said Scheme is April 1, 2023; and Effective Date of the Scheme pursuant to requisite regulatory filings with the Registrar of Companies/ Ministry of Corporate Affairs is September 12, 2024.

Consequent to the Amalgamation, investment in the share capital of Strides Alathur appearing in the books of accounts

of the Company stands cancelled and Strides Alathur ceased to exist as a legal entity effective September 12, 2024.

5.1.2 Demerger of Strides' CDMO business pertaining to Soft Gelatin Capsules to OneSource

Pursuant to a Scheme of Arrangement amongst the Company, Steriscience Specialties Private Limited (Steriscience) and OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited) (OneSource) and their respective shareholders under Section 230-232 of the Companies Act, 2013, Company completed demerger of Contract Development and Manufacturing (CDMO) business pertaining to the Soft Gelatin Capsules (SGC) of Strides to OneSource. Pursuant to the said Scheme, CDMO business of complex and specialty injectables of Steriscience was also demerged to OneSource.

Consequently, OneSource has become India's first Specialty Pharma CDMO covering biologics, complex injectables and oral technologies (SGC).

Scheme received approval of the Hon'ble National Company Law Tribunal (NCLT), Mumbai Bench on November 14, 2024.

Appointed Date for the said Scheme is April 1, 2024; and Effective Date of the Scheme pursuant to requisite regulatory filings with the Registrar of Companies/ Ministry of Corporate Affairs is November 27, 2024.

As per the Scheme, Share Entitlement Ratio for Strides' Shareholders was One equity share of OneSource for every Two equity shares of Strides.

Accordingly, OneSource has allotted equity shares on December 10, 2024, to Shareholders of the Company who were holding Strides' Equity Shares as on the Record Date i.e., December 6, 2024.

OneSource was listed on the Stock Exchanges (NSE and BSE) on January 24, 2025.

Pursuant to the above demerger, following entities ceased to be part of Strides' Group effective November 27, 2024:

- 1) OneSource Specialty Pharma Limited (formerly, Stelis Biopharma Limited), India (Associate of Strides)
- 2) Strides Pharma Services Private Limited, India (Subsidiary of Strides)
- 3) Strides Softgels Pte. Ltd., Singapore (Subsidiary of Strides)

Further, following Associated entities which were Wholly owned Subsidiaries of OneSource, also ceased to be part of the Group consequent to the above demerger:

- 4) Biolexis Pte. Ltd. (formerly Stelis Pte. Ltd.), Singapore
- 5) Biolexis Private Limited, India
- 6) Stelis Biopharma UK Private Limited, UK
- 7) Stelis Pte. Ltd., Singapore

5.1.3 De-merger of Identified Business of Arco Lab Private Limited (Arco Lab), a Wholly owned Subsidiary of the Company

Arco Lab is an innovative Global Life Sciences Capability Centre offering a wide range of services in Life Sciences consulting, Digital Innovation Capabilities and Business Solutions.

On May 15, 2025, Board of Directors of Arco Lab and Pivot Path Private Limited (Pivot Path) (a wholly owned subsidiary newly incorporated by Arco Lab) approved a Scheme of Arrangement (Scheme) for demerger of Life Sciences and Digital Innovation Capabilities (Identified Business) of Arco Lab into Pivot Path.

Pivot Path shall focus on Life Sciences and Manufacturing solutions with deep domain knowledge and cutting-edge technology capabilities.

Appointed Date for the said Scheme is April 10, 2025, or such other date as the Hon'ble National Company Law Tribunal (NCLT), Bengaluru Bench or such other competent authority may direct in relation to the said demerger.

Consequent to demerger, investment held by Arco Lab in Pivot Path shall be cancelled and Pivot Path shall become a wholly owned subsidiary of Strides.

Arco Lab is in the process of making an application with jurisdictional NCLT for seeking approval of the Scheme. The Scheme remains subject to receipt of applicable statutory and regulatory approvals. There will not be any impact on Strides, financially or otherwise arising out of the proposed restructuring.

5.2 Acquisitions/ Internal Restructurings

5.2.1 Acquisition of balance stake in Strides Global Consumer Healthcare Limited, UK (Strides Consumer UK)

Strides Consumer UK is an IP holding entity and is into the business of sale and distribution

of pharmaceutical and other over-the-counter consumer health care products, through its subsidiaries in US and India (CHC Business).

Effective August 5, 2024, Strides Arcolab International Limited (SAIL UK), a wholly owned subsidiary has acquired balance 81% stake in Strides Consumer UK at GBP One. Consequently, Strides Consumer UK has become a step-down wholly owned subsidiary of the Company. The said transaction has enabled Strides' Group to strengthen its existing portfolio with the CHC Brands.

5.2.2 Consolidation of Business in Europe

Strides Pharma International AG (formerly known as Fairmed Healthcare AG) ('Strides Switzerland') became part of Strides Group in 2019 and has a portfolio of high-quality generic products encompassing prescription and over-the-counter drugs across several therapeutic segments.

As part of business consolidation and to achieve operational synergy, effective October 25, 2024, Strides Pharma Global Pte. Limited, a step-down wholly owned subsidiary of the Company in Singapore, acquired balance 30% stake in Strides Switzerland from its minority shareholders for an aggregate consideration of ~CHF 1.01 million.

Strides Switzerland is strategically positioned to serve key markets in Europe and this acquisition marks a significant milestone in Strides' expansion efforts, further strengthening its position in the region.

5.2.3 Acquisition of 100% equity stake in Amexel Pte. Ltd., Singapore

Strides Pharma Global Pte. Limited (SPG), a step-down wholly owned subsidiary of the Company in Singapore, proposed to create a platform that shall foster introductions, collaborations, procurement and business engagement between pharmaceutical manufacturers and suppliers of India, China, and other Southeast-Asian countries.

To facilitate the said business opportunity, effective March 19, 2025 SPG acquired 100% equity stake in Amexel Pte. Ltd., Singapore (Amexel) for a nominal consideration of US\$ 10.

Amexel aims to generate revenue through facilitation services and a profit-sharing model linked to the commercialization of products.

5.3 Incorporation of Entities

During the year under review and to the date of this Report, following entities were incorporated:

- Strides Pharma New Zealand Pty Limited (Strides New Zealand) was incorporated as a step-down wholly owned subsidiary of the Company (held through Strides Pharma Global Pte. Limited, Singapore) effective July 26, 2024. Strides New Zealand shall leverage Strides' product portfolio in New Zealand and facilitate participation in the local tender.
- Pivot Path Private Limited (Pivot Path) was incorporated as a step-down wholly owned subsidiary of the Company (held through Arco Lab Private Limited, India) effective April 10, 2025. Pivot Path shall focus on Life Sciences and Manufacturing solutions with deep domain knowledge and cutting-edge technology capabilities. For more information, please refer para 5.1.3 above.

5.4 Liquidation/ Dissolution of Entities

During the year, following entities were liquidated/ dissolved as part of Group entities optimization exercise:

- Arrow Life Sciences (Malaysia) SDN. BHD, Malaysia was voluntarily liquidated effective April 25, 2024 from Companies Commission of Malaysia.
- Stelis Biopharma (Malaysia) SDN. BHD., Malaysia was voluntarily liquidated effective June 4, 2024 from Companies Commission of Malaysia.
- Altima Innovations, Inc., USA was voluntarily dissolved effective August 13, 2024.
- Generic Partners UK Ltd., UK was voluntarily dissolved effective March 18, 2025 from Company House UK.

5.5 Update on redemption of Unlisted Non-Convertible Debentures

During FY23, Company had raised ₹ 125 Crores for working capital purpose by issuance and allotment of Secured, Unlisted, Redeemable Non-Convertible Debentures (NCDs).

During FY25, Company has fully redeemed the said NCDs. Consequently, Company has no outstanding NCDs as at March 31, 2025.

6. Composition of the Board

Company is in compliance with the provisions of the Act and the SEBI Listing Regulations with regard to composition of the Board.

As at the date of this Report, Strides' Board comprised of Eight Directors viz., Two Executive Directors, One Non-Executive Director and Five Independent Directors, details of which are provided below:

#	Name	Designation
Chairperson of the Board		
1	Arun Kumar	Non-Executive Chairperson and Promoter Director
Executive Directors		
2	Badree Komandur	Managing Director & Group CEO
3	Aditya Arun Kumar	Executive Director – Business Development
Independent Directors		
4	Homi Rustam Khusrokhani	Independent Director; & Chairperson of Audit Committee & Risk Management and Sustainability Committee
5	Dr. Kausalya Santhanam	Independent Director; & Chairperson of Stakeholders Relationship Committee & CSR Committee
6	Ameet Hariani	Independent Director; & Chairperson of Nomination & Remuneration Committee
7	Subir Chakraborty	Independent Director
8	Mukta Arora	Independent Director

Changes in the Board of Directors and Key Managerial Personnel (KMP) during FY25 and till the date of this Report is as under:

6.1 Appointments/ Re-appointments

- Mr. Badree Komandur (DIN: 07803242) was appointed as Managing Director & Group CEO of the Company for a period of three years effective June 1, 2024.
- Mr. Aditya Arun Kumar (DIN: 06999081) was appointed as Additional Director designated as Executive Director – Business Development

(KMP) for a period of three years effective June 1, 2024.

- Mr. Subir Chakraborty (DIN: 00130864) was appointed as an Additional Director (Non-Executive Independent Director) for a period of five years effective June 1, 2024.

Appointment of Mr. Badree Komandur, Mr. Aditya Arun Kumar and Mr. Subir Chakraborty was approved by Shareholders of the Company on July 26, 2024 by means of Postal Ballot.

- Mr. Arun Kumar (DIN: 00084845) was re-designated from 'Executive Chairperson and Managing Director' to 'Executive Chairperson' of the Company effective June 1, 2024.
- Mr. Vikesh Kumar was appointed as Group Chief Financial Officer (KMP) of the Company effective June 1, 2024.
- Retirement by Rotation under Section 152 of the Companies Act, 2013 - Mr. Badree Komandur was re-appointed by the Shareholders of the Company at the AGM held on September 25, 2024.
- Dr. Kausalya Santhanam (DIN: 06999168) was re-appointed as Independent Director of the Company for the second term of five years effective December 11, 2024, pursuant to approval of Shareholders of the Company through Postal Ballot on November 27, 2024.
- Ms. Mukta Arora (DIN: 07225715) was appointed as an Additional Director (Non-Executive Independent Director) of the Company for a period of five years effective February 1, 2025.
- Mr. Arun Kumar (DIN: 00084845) was re-designated and appointed as Non-Executive Director and Chairperson of the Board effective April 5, 2025.

Appointment of Ms. Mukta Arora and Mr. Arun Kumar was approved by the Shareholders of the Company on March 19, 2025 by means of Postal Ballot.

6.2 Resignation/ Retirements during the year

- Mr. Badree Komandur stepped down from the position of Group Chief Financial Officer of the Company effective May 31, 2024, consequent to his appointment as MD & Group CEO.
- Mr. Bharat Dhirajlal Shah (DIN: 00136969) completed his second and final term as Independent Director of the Company effective closing business hours of June 14, 2024.
- Mr. S Sridhar (DIN: 00004272) completed his second and final term as Independent Director of the Company effective closing business hours of July 30, 2024.

Board of Directors of the Company placed on record their sincere appreciation for the valuable contributions made by Mr. Shah and Mr. Sridhar during their association with Strides.

6.3 Retirement by Rotation and Re-appointment at the ensuing AGM

In terms of Section 152 of the Act and Articles of Association of the Company, Mr. Aditya

Arun Kumar (DIN: 06999081), retires by rotation and being eligible, offers himself for his re-appointment.

Your Directors recommend his re-appointment to the Board.

A detailed profile of Mr. Aditya Arun Kumar as required under the SEBI Listing Regulations and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India is provided in the explanatory statement to the Notice convening the 34th AGM of the Company.

6.4 KMPs of the Company during the year were as under:

- Mr. Arun Kumar (Whole-time Director)
- Mr. Badree Komandur (Whole-time Director)
- Mr. Aditya Arun Kumar (Whole-time Director) (Appointed as KMP effective June 1, 2024)
- Ms. Manjula Ramamurthy (Company Secretary & Compliance Officer)
- Mr. Vikesh Kumar (Group Chief Financial Officer) (Appointed as KMP effective June 1, 2024)

6.5 KMPs of the Company as at the date of this report is as under:

- Mr. Badree Komandur (Whole-time Director)
- Mr. Aditya Arun Kumar (Whole-time Director)
- Ms. Manjula Ramamurthy (Company Secretary & Compliance Officer)
- Mr. Vikesh Kumar (Group Chief Financial Officer)

7. Board Meetings

Board meets at regular intervals to review performance of the Company, to discuss and decide on various business strategies, policies and other matters.

Your Directors met 8 (Eight) times during FY25. The intervening gap between two consecutive meetings was not more than 120 days.

Details of meetings of Board held during FY25 along with information relating to attendance of each director is provided in the Corporate Governance Report (Page 136 and 140), which forms part of this Annual Report.

8. Board Committees

Board has constituted sub-committees to focus on specific areas and make informed decisions within the authority delegated to each of the Committees. Each Committee of the Board is guided by its Charter, which defines the scope, powers and composition of the Committee.

Board has constituted the following Statutory Committees:

- 1) Audit Committee
- 2) Nomination and Remuneration Committee
- 3) Stakeholders' Relationship Committee
- 4) Corporate Social Responsibility Committee &
- 5) Risk Management Committee (renamed as Risk Management & Sustainability Committee effective May 22, 2025)

Board has also constituted a non-statutory committee titled 'Management Committee'. This Committee primarily considers matters that may be delegated by the Board of Directors under Section 179 of the Act and other delegable matters for administrative convenience.

Management Committee comprises of two Independent Directors and an Executive Director. Chairperson of the Committee is appointed on a rotation basis amongst the Independent Directors.

This Committee meets at such intervals based on needs of the Company.

Details pertaining to the composition of each of the above Committee's is provided in the Corporate Governance Report (Page 137), which forms part of this Annual Report.

Further, details of meetings of Board Committees (statutory) held during FY25 along with information relating to attendance of each committee member is provided in the Corporate Governance Report (Pages 138 to 140), which forms part of this Annual Report.

During the year, all recommendations made by the Committees were approved by the Board.

9. Share Capital

9.1 Authorized Share Capital

During the year, there has been an increase in the Authorised Share Capital of the Company pursuant to amalgamation of Strides Alathur Private Limited (formerly Vivimed Life Sciences Private Limited) (Transferor Company) into the Company (Transferee Company) effective September 12, 2024, in terms of the Scheme of Amalgamation (Scheme) under Section 230-232 of the Companies Act, 2013.

As per Clause 10 of the Scheme, upon the Scheme becoming effective, the Authorised Share Capital of the Transferor Company shall be transferred to the Transferee Company and the Transferee Company's authorised share capital in terms of its Memorandum of Association and Articles of Association shall automatically stand enhanced from 1,883,700,000/- divided into 188,370,000 equity shares of ₹ 10 each into ₹ 2,183,700,000/- divided into 218,370,000 equity shares of ₹ 10/- each.

Accordingly, the Authorised Share Capital of the Company was altered effective September 12, 2024.

Authorised Share Capital of the Company as at March 31, 2025 is ₹ 2,183,700,000/- divided into 218,370,000 equity shares of ₹ 10 each.

9.2 Issued, Subscribed and Paid-up Share Capital

Issued, Subscribed and Paid-up Share Capital of the Company as at March 31, 2025, stood at ₹ 921,627,140/- divided into 92,162,714 equity shares of ₹ 10/- each.

Movement in issued, subscribed and paid-up share capital during the year is as under:

Particulars	Number of Shares	Amount (₹)
April 1, 2024	91,899,714 equity shares of face value of ₹ 10 each	918,997,140/-
Additions during the year	263,000 equity shares of face value ₹ 10/- each issued pursuant to exercise of ESOPs during the year	2,630,000/-
March 31, 2025	92,162,714 equity shares of face value of ₹ 10/- each	921,627,140/-

10. Subsidiary, Joint Ventures and Associate Companies

Details of Subsidiaries, Joint Venture and Associate entities as at March 31, 2025 are provided herein below:

Nature of Relationship	India	Overseas	Total
Subsidiaries	3	29	32
Joint Ventures	-	1	1
Associates	-	3	3
Total	3	33	36

List of Entities, which have become or ceased to be part of the Group during the year and to the date of this Report, is enclosed as **Annexure-1** to this Report.

Company has formulated a policy on identification of material subsidiaries in accordance with Regulation 16(1)(c) of the SEBI Listing Regulations. The said Policy is available on the Company's website and web link to access the same is provided in Page 156 of the Annual Report.

11. Accounts of Subsidiaries

During the year, Board of Directors have reviewed affairs of the subsidiaries. As part of the quarterly/ annual board meeting, Audit Committee and Board of Directors of the Company are provided with requisite updates/ information/ reports as required under the Act and SEBI Listing Regulations.

In accordance with Section 129 (3) of the Act, the Company has prepared a consolidated financial statement.

A statement containing salient features of the financial statements of the Company's subsidiaries, joint ventures and associate companies and their contribution to the overall performance of the Company as required in Form AOC 1 is enclosed as **Annexure-2** to this Report.

12. Corporate Governance Report

As per SEBI Listing Regulations, Corporate Governance Report along with Statutory Auditor's Certificate thereon for FY25 forms part of this Annual Report.

13. Management Discussion and Analysis Report

As per SEBI Listing Regulations, Management Discussion and Analysis Report for FY25 forms part of this Annual Report.

14. Business Responsibility and Sustainability Report

As per SEBI Listing Regulations, Business Responsibility and Sustainability Report of the Company for FY25 forms part of this Annual Report.

During FY25, Company took significant strides on the Sustainability front. Company released its debut Sustainability Report for FY24, prepared in accordance with inter-alia the Global Reporting Initiative (GRI) Standards 2021, showcasing our Environmental, Social, and Governance (ESG) performance.

Company received an industry leading ESG rating of 76/ 100 from S&P Global on our debut voluntary participation in their Corporate Sustainability Assessment (CSA) and was also featured in S&P Global's Global Sustainability Yearbook 2025 for achieving "Top 10%" global ranking.

This achievement was driven by Social and Governance Dimensions, which carry the highest weightage, securing the 97th percentile. In the Environmental Dimension, Company attained a commendable 87th percentile. This accomplishment underscores our unwavering commitment to Sustainability and validates our dedication to responsible business practices and reinforces our ongoing efforts to integrate ESG principles across our business operations.

15. Employee Stock Option Scheme

Company has one Stock Option Plan viz., Strides Employee Stock Option Plan 2016 (ESOP Plan).

A statement giving detailed information on stock options granted to Employees under the ESOP Plan as required under Section 62 of the Act, read with

Rule 12 of Companies (Share Capital and Debentures) Rules, 2014 and Regulation 14 of SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 is enclosed as **Annexure-3** to this Report and is also available at <https://www.strides.com/investor-financial.html>

16. Particulars of Employees and Remuneration

The percentage increase in remuneration, ratio of remuneration of directors and key managerial personnel (KMP) (as required under the Act) to the median of employees' remuneration forms part of this report and is appended herewith as **Annexure-4** to this report.

Further, as per the provisions of Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, a statement containing names of top ten employees in terms of remuneration drawn and the particulars of employees employed throughout the year and in receipt of remuneration of ₹ 1.02 Crore or more per annum and employees employed for part of the year and in receipt of remuneration of ₹ 8.50 Lakh or more per month is to be provided.

However, in terms of the second proviso to Section 136(1) of the Act, Annual Report, excluding the aforesaid information, is being sent to Shareholders of the Company and others entitled thereto.

The said information is available for inspection at the registered office of the Company up to the date of ensuing AGM. Any Shareholder interested in obtaining a copy thereof, may write to the Company Secretary in this regard.

17. Corporate Social Responsibility (CSR)

Strides' CSR initiatives help address socio-economic challenges in the realms of Health and Hygiene, Education, Employability and Disaster Management.

A detailed report on the CSR activities undertaken during FY25 is enclosed as **Annexure-5** to this Report.

Strides' CSR Policy is available on Company's website and weblink to access the same is provided in Page 156 of the Annual Report.

18. Particulars of Loans given, Investments made, Guarantees given or Security provided by the Company

Company has disclosed the full particulars of loans given, investments made or guarantee given or security provided during the year, as required under Section 186 of the Act, Regulation 34(3) and Schedule V of the SEBI Listing Regulations in Note no. 40 to the standalone financial statements, which forms part of this Annual Report.

19. Particulars of Contracts or Arrangements with Related Parties

In accordance with the requirements of the Act and the SEBI Listing Regulations, your Company has framed a Policy on Related Party Transactions (RPTs). During the year under review, the said Policy was reviewed by the Audit Committee and Board to align with the regulatory amendments. The updated Policy is available on the Company's website and web link to access the same is provided in Page 156 of the Annual Report.

The Company has a process in place to periodically review and monitor RPTs. All RPTs entered into by the Company during FY25 were in ordinary course of business and at arm's length basis.

There are no materially significant related party transactions made by the Company which may have potential conflict with the interests of the Company.

Information on transactions with related parties pursuant to Section 134(3)(h) of the Act read with Rule 8(2) of the Companies (Accounts) Rules, 2014 in Form AOC-2 is enclosed as **Annexure-6** to this Report.

All transactions with related parties are also disclosed in Note no. 45 to the Standalone Financial Statements in the Annual Report.

20. Auditors and Audit Reports

20.1 Statutory Auditors

M/s. B S R & Co. LLP, Chartered Accountants (Firm Registration no. 101248W/ W-100022) were re-appointed as Statutory Auditors of the Company at the AGM held on September 9, 2022 for the second term of five (5) years i.e., from the conclusion of the 31st AGM till the conclusion of the 36th AGM of the Company to be held in the year 2027.

Statutory Auditors' Report for the financial year ended March 31, 2025, is enclosed along with the financial statements in the Annual Report.

Statutory Auditors' Report does not contain any qualifications, observations or adverse remarks.

20.2 Internal Auditors

M/s. Grant Thornton Bharat LLP (formerly known as Grant Thornton India LLP) (LLPIN: AAA-7677) are the Internal Auditors of the Company.

During the year under review, Internal Auditors were satisfied with the management response on the observations and recommendations made by them during the course of their audit.

20.3 Cost Auditors

Pursuant to Section 148(1) of the Act, Company is required to maintain cost records and accordingly such accounts and records are made and maintained.

Further, the Board of Directors of the Company at their meeting held on May 22, 2025, based on the recommendation of Audit Committee, approved the appointment of M/s. Rao, Murthy & Associates, Cost Accountants (Firm Registration No.: 000065), as the Cost Auditors of the Company for FY26 at a remuneration not exceeding ₹ 4.50 Lakhs plus taxes and out of pocket expenses.

A proposal for ratification of remuneration of the Cost Auditors for FY26 is placed before the Shareholders for approval in the ensuing AGM.

20.4 Secretarial Auditors

M/s. Gopalakrishnaraj H H & Associates, Company Secretaries in Practice (Certificate of Practice No: 4152) is the Secretarial Auditor for the Company for FY25.

Secretarial Audit for FY25, inter alia, included audit of compliance with the Act and the Rules made thereunder, SEBI Listing Regulations and other applicable Regulations prescribed by SEBI, amongst others.

Secretarial Audit Report for FY25 does not contain any qualifications, observations or adverse remarks. The said Report is enclosed as **Annexure-7** to this report.

Secretarial Audit for FY26

Shareholders to note that M/s. Gopalakrishnaraj H H & Associates has been associated with the Company for over 10 years.

Considering the long association, Board opted to appoint a new firm for Secretarial Audit purpose.

Accordingly, Board at its meeting held on May 22, 2025 has recommended the appointment of M/s. V Sreedharan and Associates, a Peer Reviewed Practicing Company Secretaries firm, based out of Bengaluru (having firm registration no. P1985KR14800), as Secretarial Auditors of the Company, for a period of five consecutive years commencing from FY26 upto FY30, subject to approval of the shareholders of the Company at the ensuing AGM.

Detailed profile of M/s. V. Sreedharan & Associates forms part of the AGM Notice. They have given their consent to act as Secretarial Auditors of the Company and have confirmed their eligibility for the appointment.

21. Internal Financial Controls

Company has in place adequate framework for Internal Financial Controls as required under Section 134(5)(e) of the Act.

During the year under review, such controls were tested and no material weaknesses in their design or operations were observed.

22. Risk Management

Risk Management has always been an integral aspect of our organisational activities and control systems.

Company has in place Enterprise Risk Management (ERM) Policy which outlines risk management process and framework for identification and management of risks. Our ERM framework is dynamic and deeply integrated into our decision-making processes continuously evolving to align with our strategic priorities and the shifting global risk landscape. It addresses a wide range of potential exposures, including financial, operational, geopolitical, compliance and Sustainability-ESG risks, ensuring that Company remain agile and future-ready.

In line with the SEBI Listing Regulations, Company has constituted Risk Management Committee (renamed as Risk Management & Sustainability Committee effective May 22, 2025) comprising of members of Board and Senior Management Personnel. The Committee is responsible for reviewing the risk management plan and ensuring its effectiveness. The Audit Committee has additional oversight in the area of financial risks and controls.

Terms of reference of the Committee and composition thereof including details of meetings held during FY25 forms part of the Corporate Governance Report (Pages 139 and 140) and additional details relating to Risk Management is provided in Page 72 of the Annual Report.

23. Other Disclosures

23.1 Nature of Business of the Company

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

23.2 Deposits

During the year under review, Company has neither accepted nor renewed deposits from the public falling within the ambit of Section 73 and 74 of the Act read with the relevant Rules framed thereunder.

Hence, the requirement for furnishing of details relating to deposits covered under Chapter V of the Act or the details of deposits which are not in compliance with Chapter V of the Act is not applicable.

Requisite return for FY24 with respect to amount(s) not considered as deposits has been filed. The Company does not have any unclaimed deposits as on the date of this report.

23.3 Vigil Mechanism/ Whistle Blower policy

Company has a robust vigil mechanism through its Whistle Blower Policy approved and adopted by

the Board of Directors of the Company, which is in conformity with the provisions of the Act and SEBI Listing Regulations.

The said Policy provides appropriate avenues to the directors, employees and stakeholders of the Company to make protected disclosures in relation to matters concerning the Company. The Policy aims to:

- allow and encourage stakeholders to bring to the management's notice concerns about unethical behaviour;
- ensure timely and consistent organisational response;
- build and strengthen a culture of transparency and trust; and
- provide protection against victimisation.

The said Policy also establishes adequate mechanism to enable employees to report instances of leak or suspected leak of unpublished price sensitive information.

Audit Committee of the Company oversees implementation of the Whistle Blower Policy.

Every director/ employee of the Company has been provided access to the Audit Committee Chairperson/ Whistle Officer through email or correspondence address or by calling designated toll-free number, should they desire to avail the vigil mechanism. During the review period, none of the personnel of the Company has been denied access to the Audit Committee.

During the year, Company has not received any protected disclosure.

Strides' Whistle Blower Policy is available on the Company's website and web link to access the same is provided in Page 156 of the Annual Report.

23.4 Policy on Directors Appointment and Remuneration (Strides' Nomination and Remuneration Policy)

Company has formulated a Nomination and Remuneration Policy for the Board of Directors including Key Managerial Personnel (KMP) and Senior Management Personnel (SMP) and other employees of the Company.

The said Policy inter-alia covers criteria for appointment and remuneration of Directors, KMP and SMP including criteria for determining qualifications, positive attributes, independence of a director and other matters, as required under Section 178 of the Act.

The Directors affirm that the remuneration paid to Directors, KMP, Senior Management and other employees is in accordance with the remuneration policy of the Company.

Strides' Nomination and Remuneration Policy is available on Company's website and weblink to access the same is provided in Page 156 of the Annual Report.

23.5 Disclosure on compliance with Secretarial Standards

Company complies with all applicable mandatory Secretarial Standards issued by the Institute of Company Secretaries of India.

23.6 Reporting of Fraud

No frauds were reported by Auditors of the Company as specified under Section 143 of the Act for FY25.

23.7 Significant and material orders passed by Regulators or Courts

There were no significant and material orders passed by Regulators/ Courts that would impact the going concern status of the Company and its future operations.

23.8 Annual Return of the Company

Pursuant to Section 92 of the Act and Rules made thereunder, Annual Return of the Company for FY25 is available on the website of the Company and can be accessed at <https://www.strides.com/cg-annual-return.html>.

23.9 Conservation of Energy, R&D, Technology Absorption and Foreign Exchange Earnings/ Outgo

Details of Energy Conversation, R&D, Technology Absorption and Foreign Exchange Earnings/ Outgo is enclosed as **Annexure-8** to this Report.

23.10 Policy on Prevention of Sexual Harassment at workplace

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on Prevention of Sexual Harassment in line with the requirements of The Sexual Harassment of Women at the workplace (Prevention, Prohibition & Redressal) Act, 2013 (PoSH Act) and Rules framed thereunder. Strides has adopted a gender-neutral policy.

In terms of PoSH Act, Company has constituted Internal Complaints Committee (ICC) to redress complaints received on sexual harassment. Adequate trainings and awareness programmes against sexual harassment are conducted across the organisation to sensitize employees to uphold dignity of their colleagues and for prevention of sexual harassment.

Disclosure relating to PoSH complaints during the year is provided in Page 151 of the Corporate Governance Report, which forms part of this Annual Report.

23.11 Investor Education and Protection Fund

Details pertaining to unpaid and unclaimed dividend transferred to IEPF is provided at Page 146 of Corporate Governance Report, which forms part of this Annual Report.

23.12 General

- During the year, the Company has not made any application under the Insolvency and Bankruptcy Code, 2016 (IBC). Further, there are no proceedings admitted against the Company under IBC.
- During the year, there was no one-time settlement done with the Banks or Financial Institutions. Therefore, the requirement to disclose details of difference between valuation done at the time of taking the loan from Banks or Financial Institution and at the time of one-time settlement is not applicable.

24. Change in Registered Office

Effective February 1, 2025, Company has shifted its Registered Office from "201, Devavrata, Sector 17, Vashi, Navi Mumbai – 400 703" to "Cyber One, Unit No. 902, Plot No. 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703".

25. Declaration by the Independent Directors of the Company

In accordance with Section 149(7) of the Act and Regulation 25(8) of SEBI Listing Regulations, Independent Directors of the Company have confirmed that they continue to meet the criteria of independence as laid down in Section 149(6) of the Act and Regulation 16(1)(b) of SEBI Listing Regulations.

Independent Directors of the Company have also confirmed that they have complied with the Code for Independent Directors as prescribed in Schedule IV of the Act.

In the opinion of the Board, Independent Directors of the Company possess necessary expertise, integrity and experience (including proficiency) in their respective fields and fulfil the conditions specified in the Act and SEBI Listing Regulations and are independent of management.

Further, all Independent Directors have confirmed that they have registered with the data bank of Independent Directors maintained by Indian Institute of Corporate Affairs in accordance with the provisions of Section 150 of the Act.

26. Board Evaluation

Evaluation of all Directors, Committees, Chairperson of the Board, and the Board as a whole was conducted for the year.

Evaluation process has been explained in Page 133 of the Corporate Governance Report, which forms part of this Annual Report.

27. Material changes and commitments

There were no material changes and commitments affecting the financial position of the Company which occurred between end of the Financial Year to which this financial statement relates and the date of this report.

28. Directors' Responsibility Statement

Pursuant to the requirement under Section 134 (3)(c) of the Act with respect to the Directors' Responsibility Statement, Board of Directors of your Company state that:

- (a) in preparation of annual accounts, the applicable accounting standards have been followed along with proper explanation relating to material departures, if any;
- (b) directors have selected such accounting policies and applied them consistently and made judgements and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit and loss of the Company for that period;
- (c) directors 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) directors have prepared the annual accounts of the Company on a going concern basis;
- (e) directors have laid down internal financial controls to be followed by the Company and that such internal financial controls are adequate and are operating effectively;
- (f) directors have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems were adequate and operating effectively.

29. Acknowledgement

Your directors take this opportunity to express their sincere gratitude to all employees, customers and suppliers who have contributed to Strides' success over years. Their hard work, dedication and support have been instrumental in achieving our goals and driving our business forward.

We would also like to thank our shareholders for their continued trust and investment in the Company.

We are committed to build strong relationships with all our stakeholders, and we value their feedback and inputs as we strive to improve and grow our business.

We look forward to your continued support in the years ahead.

For and on behalf of the Board of Directors

Arun Kumar

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025
Place: Bengaluru

Annexure-1

Details of Entities which have become or ceased to be part of Strides' Group

Part A - Entities incorporated

#	Name of the Entity	Holding Company	Incorporation Date	Remarks
1.	Strides Pharma New Zealand Pty Limited, New Zealand	Strides Pharma Global Pte. Limited, Singapore (SPG)	July 26, 2024	Wholly owned Subsidiary of SPG
2	Pivot Path Private Limited, India	Arco Lab Private Limited, India (Arco Lab)	April 10, 2025	Wholly owned Subsidiary of Arco Lab

Part B – Entities that became part of Strides' Group pursuant to acquisitions/ restructuring

#	Name of the Entity	Holding Company	Effective Date	Remarks
1.	Strides Global Consumer Healthcare Limited, UK (Consumer UK)	Strides Arcolab International Limited, UK (SAIL)	August 5, 2024	SAIL held 19% stake in Consumer UK.
2.	Strides Consumer Private Limited, India (Consumer India)	Strides Global Consumer Healthcare Limited, UK	August 5, 2024	Effective August 5, 2024, SAIL UK acquired balance 81% stake in Consumer UK.
3.	Strides Consumer LLC, USA (Consumer USA)	Strides Global Consumer Healthcare Limited, UK	August 5, 2024	Consequent to the above, Consumer India and Consumer USA became part of the Group.
4.	Strides Pharma International AG (Formerly, Fairmed Healthcare AG), Switzerland (Strides Switzerland)	Strides Pharma Global Pte. Limited, Singapore (SPG)	October 25, 2024	Initial acquisition of 70% stake by SPG in Strides Switzerland was during September 2019. In October 2024, SPG acquired balance 30% stake in Strides Switzerland.
5.	Amexel Pte. Ltd., Singapore	Strides Pharma Global Pte. Limited, Singapore (SPG)	March 19, 2025	Wholly owned Subsidiary of SPG

Part C – Entities ceased to be part of Strides' Group pursuant to Scheme of Arrangement

#	Name of the Entity	Effective Date	Remarks
1.	Strides Alathur Private Limited (formerly Vivimed Life Sciences Private Limited), India	September 12, 2024	Amalgamated with Strides Pharma Science Limited, India
2.	OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited), India (OneSource, India)	November 27, 2024	Ceased to be part of Group pursuant to Scheme of Arrangement amongst the Company, SteriScience Specialties Private Limited and OneSource Specialty Pharma Limited under Section 230-232 of the Companies Act, 2013 (Scheme of Demerger).
3.	Strides Pharma Services Private Limited, India		
4.	Strides Softgels Pte. Ltd., Singapore		
5.	Biolexis Pte. Ltd. (formerly Stelis Pte. Ltd.), Singapore		Wholly owned Subsidiaries of OneSource, India;
6.	Biolexis Private Limited, India		Ceased to be part of Group consequent to Scheme of Demerger
7.	Stelis Biopharma UK Private Limited, UK		
8.	Stelis Pte. Ltd., Singapore		

**Part D – Entities ceased to be part of Strides' Group as part of entities optimization exercise**

#	Name of the Entity	Remarks
1.	Arrow Life Sciences (Malaysia) SDN. BHD., Malaysia	Liquidated effective April 25, 2024
2.	Stelis Biopharma (Malaysia) SDN. BHD., Malaysia	Liquidated effective June 4, 2024
3.	Altima Innovations Inc., USA	Dissolved effective August 13, 2024
4.	Generic Partners UK Ltd., UK	Dissolved effective March 18, 2025

For and on behalf of the Board of Directors**Arun Kumar**Non-Executive Director &
Chairperson of the Board
DIN: 00084845**Badree Komandur**Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025

Place: Bengaluru

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 - Statement containing salient features of Financial Statements of Subsidiaries

₹ in Million, except % shareholding and exchange rates

Sr. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ corporate/ subsidiary Effective Date of Becoming Holding Subsidiary	Reporting Period	Reporting Currency	Exchange Rate	(a) Capital Reserves (Includes Monies pending allotment)	(b) Total Assets	(c) Total liabilities (other than subsidiaries Capital & reserves)	(d) Total Investments other than in subsidiaries	(e) Turnover	(f) Profit before taxation	(g) Profit after taxation	(h) Provision for taxation	(i) Profit after dividend	(j) Proposed holding	(k) Shareholding (%)
1	Altima Innovations, USA Inc.*	USA	December 18, 2014	Apr-Mar	US\$	85.46	-	-	-	-	-	-	-	-	-	-	-
2	Apollo Life Sciences Holdings Proprietary Limited	South Africa	January 1, 2018	Apr-Mar	ZAR	4.66	-	(0.02)	0.40	0.43	-	0.22	-	0.01	(0.01)	-	51.76%
3	Arco Lab Private Limited	India	December 1, 2018	Apr-Mar	INR	1.00	3.53	2,789.71	3,726.90	933.65	3,223.96	639.13	109.33	30.15	79.18	-	100.00%
4	Arrow Life Sciences (Malaysia) SDN BHD**	Malaysia	DOI -May 11, 2017	Apr-Mar	MYR	19.27	1.06	(1.06)	-	-	-	-	(0.05)	-	(0.05)	-	-
5	Beltapharm S.P.A	Italy	January 10, 2006	Jan-Dec	EUR	92.43	4.62	193.79	516.41	318.00	-	750.86	(89.77)	-	(89.77)	-	97.94%
6	Strides Pharma International AG (formerly, Fairmed Healthcare AG)^^^	Switzerland	April 1, 2020	Apr-Mar	CHF	96.64	213.07	(735.43)	2,680.74	3,203.11	-	2,353.40	(121.21)	0.03	(121.24)	-	100.00%
7	Fairmed Healthcare GmbH^^	Germany	April 1, 2020	Jan-Dec	EUR	92.43	19.41	(2,363.49)	608.56	2,952.64	-	915.66	(25.01)	-	(25.01)	-	100.00%
8	Generic Partners UK Limited***	UK	September 25, 2018	Apr-Mar	GBP	110.40	0.01	0.14	0.15	-	-	-	(41.33)	-	(41.33)	-	-
9	Neviton Softech Private Limited	India	January 5, 2024	Apr-Mar	INR	1.00	0.11	251.86	304.81	52.84	-	271.04	58.69	14.78	43.91	-	50.00%
10	Neviton Technologies Inc.	USA	January 5, 2024	Apr-Mar	US\$	85.46	0.43	(5.75)	13.33	18.66	-	26.01	(2.86)	-	(2.86)	-	50.00%
11	Pharmapar Inc.	Canada	February 13, 2019	Apr-Mar	CAD	59.40	297.02	(491.66)	-	194.64	-	-	-	-	-	-	100.00%
12	Stelis Biopharma (Malaysia) SDN BHD***	Malaysia	October 12, 2010	Apr-Mar	MYR	19.27	255.95	(255.95)	-	-	-	-	(109.49)	-	(109.49)	-	-
13	Strides Arcolab International Ltd.	UK	November 18, 2005	Apr-Mar	US\$	85.46	5,451.93	(2,092.73)	8,607.63	5,248.44	-	-	(331.55)	(82.89)	(248.66)	-	100.00%
14	Strides CIS Limited	Cyprus	January 1, 2008	Apr-Mar	US\$	85.46	0.29	(5.15)	(3.74)	1.13	-	-	1.33	-	1.33	-	100.00%

(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 - Statement containing salient features of Financial Statements of Subsidiaries

₹ in Million, except % shareholding and exchange rates

Sr. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ Date of In-corporation/ Effective Date of Becoming Holding Subsidiary	Reporting Period	Reporting Currency	Exchange Rate	(a) Capital Reserves (Includes Monies pending allotment)	(b) Total Assets	(c) Total liabilities (other than subsidiaries Capital & reserves)	(d) Total Investments other than in subsidiaries	(e) Turnover	(f) Profit before taxation	(g) Profit for taxation	(h) Provision for taxation	(i) Profit after taxation	(j) Proposed dividend	(k) Shareholding (%)
15	Strides Lifesciences Limited	Nigeria	April 10, 2017	Apr-Mar	NGN	0.06	0.63	(312.84)	5.76	317.98	-	21.66	(28.75)	0.06	(28.81)	-	100.00%
16	Strides Pharma (Cyprus) Limited	Cyprus	December 3, 2009	Apr-Mar	EUR	92.43	0.26	2,043.70	2,318.14	274.18	99.73	1,418.86	149.46	30.06	119.40	-	100.00%
17	Strides Pharma (SA) Proprietary Limited	South Africa	October 8, 2015	Apr-Mar	ZAR	4.66	-	(94.50)	686.13	780.63	-	791.59	48.04	-	48.04	-	51.76%
18	Strides Netherlands B.V.	Netherlands	October 17, 2019	Apr-Mar	EUR	92.43	1.85	10.71	177.72	165.17	-	51.47	(26.81)	(2.32)	(24.49)	-	100.00%
19	Strides Pharma New Zealand Pty Limited [^]	New Zealand	July 26, 2024	Apr-Mar	NZD	48.61	0.73	(0.19)	0.54	0.01	-	-	-	-	-	-	100.00%
20	Amexel Pte. Ltd. ^s	Singapore	March 19, 2025	Jan-Dec	US\$	85.46	-	(2.15)	-	2.16	-	-	-	-	-	-	100.00%
21	Strides Consumer LLC*	USA	August 5, 2024	Apr-Mar	DKK	12.40	876.63	(1,221.75)	(115.36)	229.76	-	103.04	(4.81)	(4.81)	-	-	100.00%
22	Strides Pharma Science Pty Ltd	Australia	August 8, 2019	Apr-Mar	AUD	53.39	156.87	(151.72)	5.99	0.84	-	-	(51.77)	-	(51.77)	-	100.00%
23	Strides Pharma Global (UK) Ltd.	UK	July 29, 2015	Apr-Mar	GBP	110.40	5,079.76	(3,221.69)	1,865.76	7.68	1.13	-	6.34	-	6.34	-	100.00%
24	Strides Pharma Asia Pte. Ltd.	Singapore	December 13, 2011	Apr-Mar	US\$	85.46	14,983.65	2,237.85	17,254.38	32.88	-	-	(15.70)	0.23	(15.93)	-	100.00%
25	Strides Pharma Canada Inc.	Canada	May 11, 2017	Apr-Mar	CAD	59.40	597.28	(337.68)	307.04	47.44	-	77.83	(49.78)	-	(49.78)	-	100.00%
26	Strides Pharma Global Pte. Limited	Singapore	August 21, 2013	Apr-Mar	US\$	85.46	16,790.86	(2,246.87)	29,295.55	14,751.57	7.06	19,853.17	1,892.15	252.54	1,639.61	-	100.00%
27	Strides Pharma Inc.	USA	June 11, 2013	Apr-Mar	US\$	85.46	1,723.00	7,109.98	27,583.57	18,750.59	0.03	22,665.66	576.75	90.63	486.12	-	100.00%
28	Strides Pharma International Limited	Cyprus	December 3, 2009	Apr-Mar	US\$	85.46	37.43	1,429.00	1,527.55	61.12	-	-	(17.49)	(16.92)	(0.57)	-	100.00%
29	Strides Pharma UK Ltd.	UK	December 1, 2007	Apr-Mar	GBP	110.40	1.59	1,259.42	2,889.82	1,628.80	-	4,168.15	388.32	113.47	274.85	-	100.00%
30	SVADS Holdings SA	Switzerland	November 19, 2015	Apr-Mar	CHF	96.64	466.59	19.29	672.77	186.88	-	-	3.45	3.79	(0.34)	-	100.00%
31	Trinity Pharma Proprietary Limited	South Africa	January 1, 2018	Apr-Mar	ZAR	4.66	0.01	561.95	2,523.45	1,961.48	-	2,254.25	82.61	24.15	58.46	-	51.76%
32	UCL Brands Limited	Kenya	May 30, 2023	Apr-Mar	KES	0.66	1.56	1,256.09	1,465.56	207.90	-	461.76	76.16	(59.60)	135.76	-	51.00%

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 - Statement containing salient features of Financial Statements of Subsidiaries

₹ in Million, except % shareholding and exchange rates

Sr. No.	Name of the Subsidiary	Country of incorporation	Date of Acquisition/ Date of Incorporation/ Effective Date of Becoming Subsidiary	Reporting Period for the subsidiary concerned, if different from Holding Company's Reporting Period	Reporting Currency	Exchange Rate	(a) Capital (Includes Monies pending allotment)	(b) Reserves	(c) Total Assets	(d) Total Investments other than subsidiaries (other than subsidiaries Capital & reserves)	(e) Turnover	(f) Profit before taxation	(g) Provision for taxation	(h) Profit after taxation	(i) Proposed dividend	(j) Shareholding (%)
33	Vensun Pharmaceuticals, Inc.	USA	January 30, 2019	Apr-Mar	US\$	85.46	5,198.53	(6,558.26)	(1,359.74)	-	-	(0.01)	-	(0.01)	-	100.00%
34	Strides Nordic ApS	Denmark	December 4, 2019	Apr-Mar	DKK	12.40	0.50	9.32	659.98	650.17	693.17	(69.40)	(15.12)	(54.28)	-	100.00%
35	Strides Global Consumer Healthcare Limited ^a	UK	August 5, 2024	Apr-Mar	US\$	85.46	3,518.13	(3,626.20)	(22.69)	85.38	3.69	(80.43)	-	(80.43)	-	100.00%
36	Strides Consumer Private Limited ^a	India	August 5, 2024	Apr-Mar	INR	1.00	726.64	(813.12)	39.78	126.26	1.88	4.13	-	4.13	-	100.00%
37	Strides Alathur Private Limited (formerly, Vivimed Life Sciences Private Limited) ^{\$}	India	March 29, 2019	Apr-Mar	INR	1.00	-	-	-	-	-	-	-	-	-	-
38	Strides Foundation Trust (Not a Subsidiary; however considered for consolidation purpose)	India	NA	Apr-Mar	INR	1.00	-	29.74	32.50	2.76	-	9.38	-	9.38	-	-

Notes:

*Altima Innovations, Inc., USA was voluntarily dissolved effective August 13, 2024.

** Arrow Life Sciences (Malaysia) SDN. BHD, Malaysia was voluntarily liquidated effective April 25, 2024 from Companies Commission of Malaysia.

***Generic Partners UK Ltd., UK was voluntarily dissolved effective March 18, 2025 from Company House UK.

****Stelis Biopharma (Malaysia) SDN. BHD., Malaysia was voluntarily liquidated effective June 4, 2024 from Companies Commission of Malaysia.

^ Strides Pharma New Zealand Pty Limited was incorporated as a step-down wholly owned subsidiary of the Company effective July 26, 2024 and is yet to commence its commercial operations.

^^ Shareholding percentage based on equity.

@Categorized as Subsidiary effective August 5, 2024.

\$Amexel Pte. Ltd., Singapore became step-down wholly owned subsidiary of the Company effective March 19, 2025 and is yet to commence its commercial operations.

\$\$Strides Alathur Private Limited, India amalgamated with the Company effective September 12, 2024.

#Figures provided are for the period from April 1, 2024 to March 31, 2025.



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 B - Statement containing salient features of Financial Statements of Associates and Joint Ventures

Sr. No.	Name of Associate / Joint Venture	Aponia Laboratories, Inc, USA	Universal Corporation Limited, Kenya	Sihuan Strides (HK), Limited, Hong Kong
1	Latest audited Balance Sheet Date	31 st March 2021	31 st March 2024	31 st December 2024
2	Date on which the Associate/ Joint Venture was associated/ Acquired/ categorized as Associate/ Joint Venture	November 19, 2015	September 30, 2022	October 22, 2019
3	Shares of Associate/ Joint Venture held by the Company on the year end			
	No.	3,734,074 preference shares	92,946 shares	2,450,000 shares
	Amount of Investment in Associate/ Joint Venture	Nil	₹ 99.73 Million	₹7.06 Million
	Extent of Holding %	24.00%	48.98%	49.00%
4	Description of how there is significant influence	Shareholding and Board representation	Shareholding and Board representation	Shareholding and Board representation
5	Reason why the Associate/ Joint Venture is not consolidated	Not Applicable	Not Applicable	Not Applicable
6	Networth attributable to Shareholding as per latest audited Balance Sheet	₹ 21.87 Million	₹ 394.83 Million	₹ 58.76 Million
7	Profit/ (Loss) for the year			
	Considered in Consolidation	(₹ 4.16) Million	(₹ 546.01) Million	(₹ 71.31) Million
	Not considered in Consolidation	Nil	Nil	Nil

Notes:

- 1) Subsidiaries of Associates/ Joint Ventures, if any are not disclosed above.
- 2) Pursuant to the Scheme of Arrangement amongst the Company, SteriScience Specialties Private Limited and OneSource Specialty Pharma Limited (OneSource) under Section 230-232 of the Companies Act, 2013 - OneSource and its Subsidiaries (including Strides Pharma Services Private Limited, India and Strides Softgels Pte. Ltd., Singapore), ceased to be part of Strides' Group.

For and on behalf of Board of Directors**Arun Kumar**

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Vikesh Kumar

Group CFO

Manjula R.

Company Secretary
Membership No. A30515

Date: May 22, 2025

Place: Bengaluru

Annexure-3

Details of Strides Employee Stock Options pursuant to SEBI Regulation and Companies Act, 2013

During the year under review, Company had one ESOP scheme viz., Strides ESOP Plan 2016.

With respect to the above, please find below the details of Employee Stock Options pursuant to SEBI (Share Based Employee Benefits and Sweat Equity) Regulations, 2021 and the Companies Act, 2013 as at March 31, 2025.

Description		Strides ESOP Plan 2016	
A	Disclosure of confirmation of any material change in the scheme(s) and is in compliance with the regulations	None during the year	
B	Disclosures in terms of the accounting standards prescribed by the Central Government in terms of section 133 of the Companies Act, 2013 (18 of 2013) including the 'Guidance note on accounting for employee share-based payments' issued in this regard from time to time	Please refer to Note No. 43 of the Standalone Financial Statements	
C	Diluted EPS on issue of shares pursuant to all the schemes covered under the regulations shall be disclosed in accordance with 'Accounting Standard 20 - Earnings Per Share' issued by Central Government or any other relevant accounting standards as prescribed from time to time	Continuing Operations	₹ 6.43
		Discontinued Operations	₹ 307.25
		Total Operations	₹ 313.68
D	Details relating to ESOP		
	1) Total options approved under the Scheme	30,00,000 Options	
	2) Date of Members' approval	April 21, 2016	
	3) Vesting requirements	3-year scheme Vesting schedule: Year 1: 20% Year 2: 30% Year 3: 50%	
	4) Pricing formula	Decided by the Compensation Committee from time to time, which shall be, not less than 75% of the market price of the shares on the date of grant of option.	
	5) Maximum term of options granted	Three years from the date of initial grant under the scheme, subject to vesting schedule	
	6) Source of shares (primary, secondary or combination)	Primary	
	7) Variation of terms of options	None	
E	Method used to account for ESOP	Fair Value Method	
F	Where the Company opts for expensing of the options using the intrinsic value of the options, the difference between the employee compensation cost so computed and the employee compensation cost that should have been recognised if it had used the fair value of the option, shall be disclosed. The impact of this difference on profits and on EPS of the Company shall also be disclosed.	Compensation Cost has been accounted under fair value.	
G	Option movement during the year		
	(i) Outstanding options as at April 1, 2024	2,69,000 Options	
	(ii) Options granted during the year under review	25,000 Options	
	(iii) Options lapsed during the year under review	1,000 Options	
	(iv) Options vested during the year under review	2,69,000 Options	
	(v) Options exercised during the year under review	2,63,000 Options	
	(vi) Total number of shares arising as a result of exercise of options	2,63,000 Options	
	(vii) Money realized by exercise of options	₹ 6,22,21,000/-	

Description		Strides ESOP Plan 2016
(viii)	Total number of options in force at the end of the period ending March 31, 2025	30,000 Options
(ix)	Available for further grant	23,36,950 Options
H	Weighted average exercise price	₹ 236.52
I	Weighted average fair value of options	₹ 334.14
J	Employee-wise details of options granted during the year under review:	
(i)	Senior Managerial Personnel (SMP)/ Key Managerial Personnel (KMP)	Refer Note 1 below
(ii)	Any other employee who received grant in any one year of option amounts to 5% or more of options during that year	
(iii)	Identified employees who were granted options, during any one year, equal or exceeding 1% of the issued capital (excluding outstanding warrants and conversion) of the Company at the time of grant	None
K	A description of the method and significant assumptions used during the year to estimate the fair value of options, including the following weighted average information:	Fair Value of options granted were estimated on the grant date using the Black Scholes method. Details of assumptions used in the estimation of fair value as at grant date for options granted during the previous year are given below:

ESOP 2016									
Lot	Grant Date	Exercise Price (in ₹)	Repriced on April 24, 2018* (in ₹)	Repriced on January 30, 2025** (in ₹)	Risk free interest rate (%)	Expected life	Expected annual volatility of shares (%)	Expected dividend/ yield (%)	The price of the underlying share in market at the time of option grant (in ₹)
1	June 15, 2016	841.25	711.85	NA	7.52	3 Years	69.47	40.00	1128.94
2	May 18, 2017	792.45	670.56	NA	6.73		42.86	40.00	1037.51
3	Aug 14, 2017	656.10	555.18	NA	6.52		38.96	40.00	896.72
4	Aug 8, 2018	301.00	NA	NA	7.78		34.30	40.00	414.85
5	Jan 29, 2019	378.40	NA	NA	7.53		32.65	20.00	504.50
6	July 29, 2019	265.20	NA	NA	6.44		27.28	20.00	352.75
7	Sep 20, 2019	269.70	NA	NA	6.78		32.67	20.00	360.10
8	Oct 25, 2019	257.65	NA	NA	6.66		35.76	20.00	373.00
9	May 20, 2020	311.00	NA	NA	6.04		36.52	20.00	414.40
10	May 26, 2021	599.00	NA	NA	6.02		39.06	20.00	798.60
11	Aug 31, 2021	455.80	NA	NA	6.22		38.26	20.00	607.70
12	May 24, 2022	231.00	NA	206.00	7.36		49.22	20.00	307.25
13	July 29, 2022	251.00	NA	NA	7.41		45.22	20.00	334.45
14	Nov 14, 2022	240.00	NA	NA	7.29		19.06	20.00	319.05
15	Jan 24, 2023	253.00	NA	NA	7.35		42.97	20.00	337.10
16	May 25, 2023	283.50	NA	NA	6.99		38.39	20.00	377.60
17	May 22, 2024	635.00	NA	567.00	7.00		39.26	20.00	846.10

Notes:

Volatility is calculated from the method of historical volatility, based on three years data of closing market prices of Company's shares as per data recorded by NSE and the average number of trading days during that period. It is the percentage co-efficient within the option pricing formulae.

* Pursuant to de-merger of Commodity API business of the Company to Solara Active Pharma Sciences Limited and in terms of the Composite Scheme, exercise price of outstanding stock options held by existing/ retained employees were repriced to adjust effect of de-merger on the stock price.

** Pursuant to demerger of identified business of the Company to OneSource Specialty Pharma Limited, exercise price of outstanding stock options held by existing/ retained employees were repriced to adjust effect of de-merger on the stock price.

During the year,

Note 1: Employees who received grant more than 5% of FY25 grant:

	Name of Employee	Designation	Category	No. of options	Exercise price (in ₹)	Repricing (in ₹)	Scheme name
1.	Ramaraju PVS	Chief Operating Officer	SMP	25,000	635.00	567.00	ESOP 2016

Kindly note that this report is also available at <http://www.strides.com/investor-financial.html>.

For and on behalf of the Board of Directors

Arun Kumar

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025

Place: Bengaluru

Annexure-4

Statement of Disclosure of Remuneration under Section 197 of the Companies Act, 2013 read with Rule 5(1) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014

1. Ratio of remuneration of each director to the median remuneration of the employees of the Company for the financial year ending March 31, 2025

As at March 31, 2025, Strides' Board comprised of Eight Directors - Three Executive Directors & Five Non-Executive Independent Directors.

Remuneration of Non-Executive Directors (including Independent Directors) (NEDs):

Entitled to receive remuneration by way of sitting fees, reimbursement of expenses for participation in the Board/ Committee meetings and Commission, as per the provisions of the Companies Act, 2013 and SEBI Listing Regulations.

Company does not have any pecuniary relationship or transactions with its NEDs other than payment of sitting fees, reimbursement of expenses for attending Board and Committee meetings and payment of Commission, if any. Accordingly, the ratio of remuneration and percentage increase in remuneration for NEDs is not part of this assessment. Remuneration of NEDs for FY25 is provided at Page 134 of the Corporate Governance Report.

Remuneration of Executive Directors is recommended by the Nomination and Remuneration Committee (NRC) to the Board and approved by the Shareholders of the Company.

Median remuneration of Employees (calculated on total CTC) for the period under review is ₹ 6,69,996 per annum. One-time payment made to employees for individual projects, if any, and Full & Final Settlement at the time of separation are excluded while considering the median remuneration. Further, Group CFO received remuneration from the Company as well as from Strides Pharma Inc., a step-down wholly owned subsidiary of the Company in USA. Hence, the median remuneration has been calculated after taking into account the remuneration drawn by him from the Company as well as from the said subsidiary.

Ratio of remuneration of Executive Directors to the median remuneration of employees of the Company for the financial year ended March 31, 2025, is as under:

Name of Director	Designation as at March 31, 2025	Ratio of remuneration to median remuneration
Arun Kumar	Executive Chairperson*	148
Badree Komandur	MD & Group CEO	91
Aditya Arun Kumar	Executive Director – Business Development	30

* Effective April 5, 2025, Mr. Arun Kumar has transitioned as Non-Executive Chairperson.

2. Percentage increase in median remuneration of employees during the financial year ended March 31, 2025 was 1.47%.

3. Percentage increase in remuneration of Executive Directors, Chief Financial Officer, Company Secretary during the financial year ended March 31, 2025, is as under:

Name	Designation as at March 31, 2025	Increase in remuneration in FY25
Arun Kumar	Executive Chairperson	10.00%
Badree Komandur	MD & Group CEO	21.57%
Aditya Arun Kumar	Executive Director – Business Development	104.11%
Manjula Ramamurthy	Company Secretary & Compliance Officer	22.32%
Vikesh Kumar	Group CFO	NA – Appointed as Group CFO of the Company effective June 1, 2024.

4. Company had 2,822 permanent workforce (including union members) on its rolls as at March 31, 2025 on a standalone basis.

5. Average percentile increase made in 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 any exceptional circumstances for increase in the managerial remuneration.

Average percentage increase made in salaries of employees other than the managerial personnel in the last financial year was 10.28%.

Average percentage increase made in salaries of managerial personnel in the last financial year was 39.50%.

Based on the experience and the requirement of skills, remuneration paid to managerial personnel including Executive Directors, is considered moderate compared to the remuneration packages of managerial personnel in similar sized companies in the industry.

Further, ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) was 6.80%.

6. Key parameters for any variable component of remuneration received by the Directors

Variable Pay for Executive Directors is linked to Company's overall business performance projected for the year and as agreed with the NRC.

Payout percentage shall be based on achievement as under:

- Achievement < 70% of projected performance: NIL Pay out;
- Achievement > 70% of projected performance: Pay out in proportion to achievement; &
- Max pay out is restricted to 100% of target Variable Pay.

Executive Directors shall also be eligible for incentive towards achievement of Long-term goals agreed with NRC and evaluated over the period of office of Director. Quantum of payout shall be considered at the end of the tenure of such Executive Director depending upon achievement of pre-agreed goals, which shall be recommended by NRC and approved by the Board, which shall be further subject to Shareholders' approval, from time to time

Payment of Annual Commission to NEDs

NEDs are eligible for Annual Commission as approved by the Board in line with the provisions of the Companies Act, 2013 and SEBI Listing Regulations.

Quantum of Commission for each NEDs is based on Company's performance and outcome of evaluation process which is driven by various factors including attendance and time spent in the Board and Committee meetings, individual contributions at the meetings, amongst others.

7. Affirmation that the remuneration is as per the Remuneration Policy of the Company

Company affirms that remuneration to Directors, Key Managerial Personnel and other employees is as per the Remuneration Policy of the Company.

For and on behalf of the Board of Directors

Arun Kumar

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025
Place: Bengaluru

Annexure-5

CORPORATE SOCIAL RESPONSIBILITY REPORT FY25

[Pursuant to Section 135 of the Companies Act, 2013 read with Companies (Corporate Social Responsibility Policy) Rules, 2014, as amended from time to time]

1. BRIEF OUTLINE ON CSR POLICY OF THE COMPANY

At Strides, community development is a core pillar of our sustainability strategy. We are committed to going beyond compliance, creating lasting value for the communities we serve. Our CSR initiatives address key socio-economic challenges across Health and Hygiene, Education, Employability and Disaster management.

Our CSR Policy reflects this commitment, outlining our guiding principles and structured approach to implementing impactful, socially beneficial programs that drive sustainable development at scale.

OBJECTIVES OF THE POLICY

- Serve as the principal guiding document for Strides CSR initiatives;
- Describe core themes and related impact areas as per Schedule VII;
- Outline projects and geographies for undertaking CSR initiatives;
- Provide framework for selection, implementation, management and monitoring of CSR initiatives.

FOCUS AREAS OF ENGAGEMENT

Strides CSR initiatives help address socio-economic challenges in the realms of Health and Hygiene, Education, Employability and Disaster management.

Projects to promote the wellbeing of the society has been developed post a comprehensive Community Need Analysis.

2. CSR PROJECTS IMPLEMENTATION

CSR activities directly or through Strides Foundation, a not-for-profit organisation or such other Implementation Agencies as approved by the CSR Committee of the Company.

2.1 Vidyadhama Strides Model school: Empowering Future Generations

In FY25, our primary focus was towards successful completion of Vidyadhama-Strides Model Government Higher Primary School in Haragadde, Bengaluru Rural—a flagship initiative that reflects our deep commitment to transforming education for future generations.

Spread across 2.16 acres, the campus is thoughtfully designed to provide a safe, inclusive, and future-ready learning environment for students from underserved communities. Despite several challenges, the project remains on track and is ready for handover in June 2025.

Project Highlights:

- Total Built-up Area: 37,595 sq.ft (Ground + First Floor)
- Playground Area: 59,740 sq.ft
- Green & Open Space: 7,209 sq.ft

In addition to State-of-the-Art Facilities - it has Smart Classrooms, Computer Lab, Well-furnished Library and Science Laboratory with Unique Learning Spaces namely:

- Astronomy & Space Lab
- Mathematics & Science Activity Centre
- STEM & Robotics Lab

This model school stands as a benchmark in government education infrastructure, enabling holistic and experiential learning. It embodies our goal of creating equity in education and empowering students through innovation.

Contribution to UNSDGs -



2.2 Arogyadhama – Advancing Rural Healthcare Access

Arogyadhama, Primary Health Centre at Suragajkkanahalli, Anekal Taluk, Bengaluru, marks 10 years of service, across 12 villages covering about 12,500 population and has impacted over 96,000 lives—and counting

Highlights of FY25

- Treated 10,350 patients at the centre in FY25
- Now ISO 9001:2015 certified
- Vision Centre established and operating effectively
- Curative, Promotive and Preventive services going strong

Contribution to UNSDGs -



2.3 LeAPS (Leadership Adoption Programme for Schools) - Nurturing Leadership Capabilities

Programme running effectively in both the Government Schools, Haragadde, Bengaluru – 643 students covered under the programme.

Additional Teachers are provided to support for academic as well as to impart life skills facets.

Enrichment and community engagement programme marks the highlight.

LeAPS continues to empower rural students by bridging gaps in education and life skills, preparing them to become confident, responsible citizens of tomorrow.

Contribution to UNSDGs -



2.4 Employability - programme in collaboration with Swamy Vivekananda Rural Community College (SVRCC), Puducherry

8th batch Students completed their training and all students are placed bringing us 100% success rate.

9th batch commenced from September'24 – classroom session are progressing well. Under this programme, we have successfully trained a total of 760 individuals, with 709 students securing gainful employment.

Contribution to UNSDGs -



2.5 Sponsorship to Siva Sakthi homes

Siva Sakthi Sathya Sai Charitable Trust is a dedicated institution committed to the care and support of intellectually challenged individuals and senior citizens.

We support the Trust by sponsoring the annual requirements for groceries and medicines.

Contribution to UNSDGs -



3. Composition of the CSR Committee:

In terms of the provisions of Companies Act, 2013, CSR Committee is required to have a minimum of three Directors with at least one Independent Director.

Strides' CSR Committee is constituted in line with the said provisions and has three Members, of which two are Independent Directors. Further, Chairperson of the Committee is an Independent Director.

#	Name of the Director	Designation/ Nature of Directorship	Date of Appointment as Member of the Committee	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	Dr. Kausalya Santhanam	Chairperson/ Independent Director	Jan 9, 2020	2	2
2	Homi Rustam Khusrokhani	Member/ Independent Director	May 18, 2017	2	2
3	Arun Kumar	Member/ Executive Chairperson*	May 23, 2014	2	2

* Effective April 5, 2025, Mr. Arun Kumar has transitioned into Non-Executive Role and is the Non-Executive Director & Chairperson of the Board. He continues to be the Member of the Committee.

4. Web-link relating to Composition of CSR Committee, CSR Policy and CSR Projects approved by the Board are disclosed on the Company's website on <https://www.strides.com/corporate-CSR.html>

5. 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

However, payment for Impact Assessment voluntarily taken up during FY24 was made during FY25.

	Particulars	Amount (in ₹)
6.	(a) Average net profit of the company as per sub-section (5) of section 135:	107,559,285
	(b) Two percent of average net profit of the company as per sub-section (5) of section 135:	2,151,186
	(c) Surplus arising out of the CSR projects or programmes or activities of the previous financial years.	-
	(d) Amount required to be set off for the financial year, if any	10,037,234
	(e) Total CSR obligation for the financial year [(b) + (c) - (d)].	(7,886,048)

* Pre-Merger number considered

	Particulars	Amount (in ₹)
7.	(a) Amount spent on CSR Projects (both Ongoing Project and other than Ongoing Project):	54,651,385
	(b) Amount spent in Administrative Overheads:	107,559
	(c) Amount spent on Impact Assessment, if applicable:	442,500
	(d) Total amount spent for the Financial Year [(a) + (b) + (c)]	55,201,444

(e) **CSR amount spent or unspent for the financial year:**

Total Amount Spent for the FY (in ₹)	Amount Unspent (in ₹)				
	Total Amount transferred to Unspent CSR Account as per sub-section (6) of section 135		Amount transferred to any fund specified under Schedule VII as per second proviso to sub-section (5) of section 135		
	Amount.	Date of transfer	Name of the Fund	Amount.	Date of transfer
55,201,444	-	NA	NA	-	NA

(f) **Excess amount for set off, if any:**

Sl. No	Particular	Amount (in ₹)
(1)	(2)	(3)
(i)	Two percent of average net profit of the company as per sub-section (5) of section 135:	2,151,186
(ii)	Total amount spent for the Financial Year	55,201,444
(iii)	Excess amount spent for the financial year [(ii)-(i)]	53,050,259
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	-
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)] [#]	73,124,727

[#]Includes un-utilized amount of excess CSR Spent from FY 24 viz., ₹ 2,00,74,468/-

8. Details of Unspent CSR amount for the preceding three financial years:

Sl. No	Preceding Financial Year.	Amount transferred to Unspent CSR Account under sub-section (6) of section 135 (in ₹)	Balance Amount in Unspent CSR Account under sub-section (6) of section 135 (in ₹).	Amount Spent in the Financial Year (in ₹)	Amount transferred to any Fund specified under Schedule VII as per sub-section (5) of section 135, if any		Amount remaining to be spent in succeeding Financial Years. (in ₹)	Deficiency, if any
					Amount (in ₹).	Date of Transfer		
1	FY-1: FY 2021-22	-	-	-	-	NA	-	NA
2	FY-2: FY 2022-23	-	-	-	-	NA	-	NA
3	FY-3: FY 2023-24	-	-	-	-	NA	-	NA

9. Whether any capital assets have been created or acquired through Corporate Social Responsibility amount spent in the Financial Year: YES/ NO

If YES, enter the number of Capital Assets created/ acquired

Furnish the details relating to such asset(s) so created or acquired through CSR amount spent in the financial year:

Sl. No	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
				NA			

(All the fields should be captured as appearing in the revenue records, flat no. house no. Municipal Office/ Municipal Corporation/ Gram panchayat are to be specified and also the area of the immovable property as well as boundaries)

10. Specify the reason(s), if the company has failed to spend two per cent of the average net profit as per sub-section (5) of section 135: Not applicable

For and on behalf of the Board of Directors

Dr. Kausalya Santhanam

Independent Director &
Chairperson of the CSR Committee
DIN: 06999168

Badree Komandur

Managing Director and
Group CEO
DIN: 07803242

Date: May 22, 2025
Place: Bengaluru



Annexure-6

Form AOC 2

Particulars of Contracts/ Arrangements with Related Parties referred in Section 188(1) of the Companies Act, 2013

[Pursuant to Section 134(3)(h) of the Companies Act, 2013 and Rule 8(2) of the Companies (Accounts) Rules, 2014]

- 1) Details of contracts or arrangements or transactions not at arm's length basis: None
- 2) Details of material contracts or arrangements or transactions at arms' length basis for the year ended March 31, 2025, are as under:

#	Name of the Related Party	Nature of Relationship	Nature of contracts/ arrangements/ transactions	Duration of the contracts/ arrangements/ transactions	Salient terms of the contracts/ arrangements/ transactions	Monetary Value (₹ in million)	Date of approval by the Board/ Audit Committee	Amount paid as advances, if any
1	Strides Pharma Global Pte. Limited, Singapore	Wholly owned Subsidiary	Sale of materials/ services, Support Service Income, Sale of IPs, Guarantee Commission and Reimbursement of expenses	Ongoing	Based on Pricing guidelines	14,932.53	Appropriate approvals have been taken for the transactions	Nil
2	Solara Active Pharma Sciences Limited, India	Enterprise owned or significantly influenced by Director	Sale of materials/ services, Rental Income, Purchase of materials/ services, and Reimbursement of expenses	Ongoing	Based on Transfer Pricing guidelines	2,299.26	Appropriate approvals have been taken for the transactions	Nil
3	Mr. Aditya Arun Kumar (Son of Mr. Arun Kumar, Promoter Director)	Executive Director – Business Development	Remuneration for holding place of profit in the Company for part of the year; and Remuneration as Executive Director – Business Development	From April 1, 2024 upto May 31, 2024 For a period of three years effective June 1, 2024	Remuneration and other benefits as approved by Shareholders of the Company through Postal Ballot on July 26, 2023 and July 26, 2024	16.21 (Aggregate remuneration during FY25)	May 25, 2023 and May 22, 2024	Nil

For and on behalf of the Board of Directors

Arun Kumar

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025
Place: Bengaluru

Annexure-7

Form No. MR-3 Secretarial Audit Report

For the financial year ended March 31, 2025

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

To,
The Members,
Strides Pharma Science Limited
CIN: L24230MH1990PLC057062

Regd. Office:

'Cyber One', Unit No. 902,
Plot No. 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703.

Corporate Office:

Strides House, Bilekahalli
Bannerghatta Road
Bengaluru – 560 076
Karnataka.

We have conducted the secretarial audit of compliance of applicable statutory provisions and the adherence to good corporate practices by 'Strides Pharma Science Limited' (the 'Company'). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/ statutory compliances and expressing my opinion thereon.

Based on our verification of Strides Pharma Science Limited's books, papers, minute books, forms and returns filed and other records maintained by the Company and also the information provided by the Company, its officers, agents and authorized representatives during the conduct of secretarial audit, we hereby report that in our opinion, the Company has, during the audit period covering the financial year ended on March 31, 2025, complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter.

We have examined the books, papers, minute books, forms and returns filed and other records maintained by the Company for the financial year ended on March 31, 2025 according to the provisions of:

1. The Companies Act, 2013 (the Act) and the rules made thereunder;
2. The Securities Contracts (Regulation) Act, 1956 (SCRA) and the rules made thereunder;
3. The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;
4. Foreign Exchange Management Act, 1999 (FEMA) and the rules and regulations made thereunder

to the extent of Foreign Direct Investment and Overseas Direct Investment; and

5. 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 (Issue of Capital and Disclosure Requirements) Regulations, 2018;
 - 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 (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client;
 - f) The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021 – Not applicable as there was no reported event during the financial year under review;
 - g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021 – Not applicable as there was no reported event during the financial year under review; and

- h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018 – Not applicable as there was no reported event during the financial year under review.

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

1. Secretarial Standards issued by the Institute of Company Secretaries of India; and
2. The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (SEBI Listing Regulations) and the Listing Agreements entered into by the Company with the National Stock Exchange of India Limited and BSE Limited.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines etc. except as stated in Clause 4 (iii) of 'Other key matters/ events during the period under review'.

We further state that, during the period under review and based on our verification of the records maintained by the Company and also on review of compliance reports/ statements by the respective Department Heads/ Chief Financial Officer/ Company Secretary taken on record by the Board of Directors of the Company, in our opinion, adequate systems and processes and control mechanism commensurate to the size and nature of the Company's business exist in the Company to monitor and ensure compliances with applicable laws, industry specific laws, labour laws, intellectual property laws and environmental laws. We have not reviewed the applicable financial laws, direct and indirect tax laws since the same have been subject to review and audit by the Statutory Auditors of the Company.

We, further report that:

1. As at March 31, 2025, Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. The changes in the composition of Board of Directors that took place during the period under review were carried out in compliance with the provisions of the Act.
2. Adequate notice is given to all Directors to schedule the Board Meetings, Agenda and detailed notes on Agenda were sent at least seven days in advance and in few meetings with shorter notice as per the Secretarial Standard-1, and a system exists for seeking and obtaining further information and clarifications on Agenda items before the meeting and for meaningful participation at the meeting.
3. Decisions of the Board were unanimous and there were no dissenting views by any Members of the Board during the period under review.

We further report that during the audit period:

1. Company has not issued any equity or preference shares/ debentures/ sweat equity except those equity shares issued to employees of the Company under applicable ESOP Plan;
2. Company has not undertaken any foreign technical collaborations;
3. We further report that during the audit period, following major decisions were taken in the General meeting/ Postal ballot:
 - On April 27, 2024, Company received Members approval through Postal Ballot for appointment of Mr. Ameet P Hariani (DIN: 00087866) as Independent Director of the Company for a term of five years effective February 1, 2024, not liable to retire by rotation.
 - On July 26, 2024, Company received Members approval through Postal Ballot for:
 1. Appointment of Mr. Subir Chakraborty (DIN: 00130864) as Independent Director of the Company for a term of five years effective June 1, 2024, not liable to retire by rotation.
 2. Appointment of Mr. Badree Komandur (DIN: 07803242) as Managing Director and Group Chief Executive Officer of the Company for a term of three years effective June 1, 2024, liable to retire by rotation.
 3. Appointment of Mr. Aditya Arun Kumar (DIN: 06999081) as Executive Director – Business Development of the Company for a term of three years effective June 1, 2024, liable to retire by rotation.
 - On September 25, 2024, at the 33rd Annual General Meeting (AGM), Company received Members approval for:
 1. Adoption of Audited Financial Statements for the Financial Year ended March 31, 2024.
 2. Declaration of Dividend for the Financial Year ended March 31, 2024.
 3. Re-appointment of Mr. Badree Komandur (retiring Director) as Director of the Company.
 4. Remuneration payable to M/s. Rao, Murthy & Associates, Cost Auditors of the Company for the Financial Year ended March 31, 2024.
 5. Remuneration payable to M/s. Rao, Murthy & Associates, Cost Auditors of the Company for the Financial Year ended March 31, 2025.

- On November 27, 2024, Company received Members approval through Postal Ballot for re-appointment of Dr. Kausalya Santhanam (DIN: 06999168) as an Independent Director of the Company for a term of five years effective December 11, 2024, not liable to retire by rotation.
- On March 19, 2025, Company received Members approval through Postal Ballot for:
 1. Appointment of Ms. Mukta Arora (DIN: 07225715) as Independent Director of the Company for a term of five years effective February 1, 2025, not liable to retire by rotation.
 2. Appointment of Mr. Arun Kumar (DIN:00084845) as Non-Executive Director and Chairperson of the Board, effective April 5, 2025, liable to retire by rotation.
- 4. Other Key matters/ events during the period under review:
 - (a) Strides Alathur Private Limited (Strides Alathur), Company's wholly owned subsidiary, amalgamated into the Company pursuant to a Scheme of Amalgamation (Scheme) under Section 230-232 of the Companies Act, 2013.

Scheme received approval of the Hon'ble National Company Law Tribunal (NCLT), Mumbai Bench on August 13, 2024. Appointed Date and Effective Date of the said amalgamation was April 1, 2023 and September 12, 2024, respectively. Pursuant to the said amalgamation, there has been an increase in the Authorised Share Capital of the Company during the year.
 - (b) Pursuant to a Scheme of Arrangement amongst the Company, Steriscience Specialties Private Limited and OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma

Limited) (OneSource) and their respective shareholders under Section 230-232 of the Companies Act, 2013, Company completed the demerger of Contract Development and Manufacturing (CDMO) business pertaining to Soft Gelatin Capsules (SGC) to OneSource.

Scheme received approval of the Hon'ble National Company Law Tribunal (NCLT), Mumbai Bench on November 14, 2024. Appointed Date and Effective Date for the said Scheme was April 1, 2024 and November 27, 2024, respectively.

- (c) In terms of the erstwhile Consolidated FDI Policy, Company had sought approval from the Department of Pharmaceuticals (DOP) during November 2017, for grant of ESOPs to a Non-Resident Employee and related exercise of stock options. While DOP granted the approval, one of the conditions of such approval was to maintain certain level of R&D expenditure over a period of five years commencing from 2017-18 upto 2021-22. While the Company met the condition for year 1, for subsequent years there was a short-fall in maintaining the prescribed R&D spend. DOP upon review of the compliance conditions, directed the Company to compound the matter with RBI, vide its Order dated January 1, 2024. Company has compounded the said matter and paid the requisite compounding fees. RBI has issued a certificate dated October 9, 2024 confirming closure of this matter.

For Gopalakrishnaraj H H & Associates
Company Secretaries

Gopalakrishnaraj H H
Proprietor

FCS: 5654; CP: 4152

PR: 945/2020

UDIN: F005654G000399861

Place: Bengaluru

Date: May 21, 2025



Annexure to Secretarial Audit Report

To,

**The Members,
Strides Pharma Science Limited**

CIN: L24230MH1990PLC057062

Regd. Office:

'Cyber One', Unit No. 902,
Plot No. 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703.

Corporate Office:

Strides House, Bilekahalli
Bannerghatta Road
Bangalore – 560 076, Karnataka.

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.
2. We have followed the audit practices and processes as were appropriate to obtain reasonable assurance about the correctness of contents of the Secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the 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 the Management representation about the compliance of laws, rules and regulations and happening of events etc.

5. Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of 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.

For Gopalakrishnaraj H H & Associates
Company Secretaries

Gopalakrishnaraj H H
Proprietor
FCS: 5654; CP: 4152
PR: 945/2020
UDIN: F005654G000399861

Place: Bengaluru
Date: May 21, 2025

Annexure-8

Conservation of Energy, Technology Absorption and Foreign Exchange Earnings and Outgo for FY25

[Pursuant to the provisions of Section 134 of the Companies Act, 2013 read with the Companies (Accounts) Rules, 2014]

(A) Conservation of Energy

(i) Steps taken or impact on conservation of energy

- 90,502.06 KL of wastewater treated by Wastewater Treatment Plant and reused for garden/ lawn inside the plant premises across all sites in India.
- 22,130 KL of water recycled from steam condensate and reused for steam generation across all sites.
- 94,866 KL rainwater collected and recharged to improve ground water table in and around the plant.
- 11 KV HT dedicated express feeder for power distribution source installed at KRSG Bengaluru, to minimise the power interruptions resulting in reduced high speed diesel consumption and energy wastage.
- 40 no's dehumidifier electrical heaters replaced with steam line to reduce the power consumption at KRSG, Bengaluru.

(ii) Steps taken by the Company for utilising alternative sources of energy

We are consistently taking various initiatives to reduce carbon emission and utilising alternate source of energy.

- 14,268 Tonne of CO₂ emission reduction achieved by utilisation of 19.6 million units clean energy from solar power (Inhouse and Imported).
- Out of 4,60,09,773 Kwhr total power consumption across all sites, 1,96,25,509 Kwhr (i.e., ~42.65%) power units generated and consumed are from clean energy Sources (Inhouse and Imported).
1,81,04,655 Kwhr power consumed at KRSG & Chandapura plants are from clean energy imported sources; &
15,20,854 Kwhr renewable energy generated are from in-house rooftop solar power panels across all the plants.

(iii) Capital investment on energy conservation equipments during FY25

₹ ~73 million

(B) Technology absorption

i) Efforts made towards technology absorption and benefits derived like product improvement, cost reduction, product development or import substitution:

Efforts made towards technology absorption are:

- **Oral Dosage Facility, KRSG, Bengaluru**
 - High speed Soft Gel Encapsulation machine and sorter from Pharmagel, Italy were installed and qualified for increased capacity and improved compliance.
 - High speed sachet packing machine from Spain (integrated with auto cartoner and three Omron make robots from Japan) is installed and qualified in sachet packaging operations for increased sachet packaging volume and improved compliance, in turn eliminating count errors and manual interventions.
 - Induction Sealing Integrity Verification System with IR camera from Germany installed and qualified to check the container sealing quality online in liquid filling system.
 - Liquid manufacturing system installed and qualified to enhance liquid filling capacity from 12K bottles/ Day to 50K bottles/ Day.
 - Purified water system 3m³/hr generation and 5kl Storage and distribution capacity installed and qualified for Liquid manufacturing facility with spiral module electro deionization technology adopted from Europe, to maintain the improved Quality Parameters in Water system.
- **Oral Dosage Facility - Puducherry**
 - In order to meet additional Blister packing volumes with improved compliance, CAM Integrated Blister packing machine and BQS Blister Packing machine (transferred from KRSG, Bengaluru) was installed and qualified.
 - K120i/ PMM Cartonator installed and qualified in BQS Blister packing lines - this reduced manual operation and improved compliance.
 - Utilizing drying bowels for three Wurster coaters enabled top spray capability, reduced cycle time and enhanced additional volume with increased compliance.

- **Oral Dosage facility – Alathur, Tamil Nadu**
 - Metal Detector is installed and qualified on container packaging line to detect and reject any metal contaminant.
 - Induction Sealing Integrity Verification System with IR Cameras from Germany installed and qualified to check the container sealing quality online in Container packing line for improved quality.

ii) in case of imported technology (imported during the last year)

- **Oral Dosage Facility, KRSG, Bengaluru**
 - High speed sachet packing machine from Spain (integrated with Auto cartoner and three Omron make robots from Japan) is installed and qualified in sachet packaging operations for increased sachet packing volume and improved compliance, in turn eliminating count errors and manual interventions.
 - Induction Sealing Integrity Verification System with IR Cameras from Germany installed and qualified to check the container sealing quality online in liquid filling line for improved quality.
 - Purified water system 3m3/hr generation and 5kl Storage and distribution capacity installed and Qualified for Liquid manufacturing facility with spiral module electro deionization technology adopted from Europe to maintain the improved Quality Parameters in Water system.

- **Oral Dosage Facility, Alathur, Tamil Nadu**
 - Induction Sealing Integrity Verification System with IR Cameras from Germany installed and qualified to check the container sealing quality online in Container packing line for improved quality.

All the above imported equipments are commissioned in FY25 and are successfully absorbed.

(C) Expenditure on R&D

₹ in Million		
Particulars	March 31, 2025	March 31, 2024
Capital	127.12	124.69
Revenue	714.96	639.01
Total	842.08	763.70

(D) Total Foreign Exchange Earned and Used

₹ in Million	
Particulars	March 31, 2025
Foreign exchange earned in terms of actual inflows	16,614.42
Foreign exchange outgo in terms of actual outflows	5,458.00

For and on behalf of the Board of Directors

Date: May 22, 2025
Place: Bengaluru

Arun Kumar
Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Corporate Governance Report

In compliance with the provisions of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and amendments thereto (Listing Regulations), the Company submits the Corporate Governance Report (Report) for the financial year ended March 31, 2025.

1. Corporate Governance at Strides

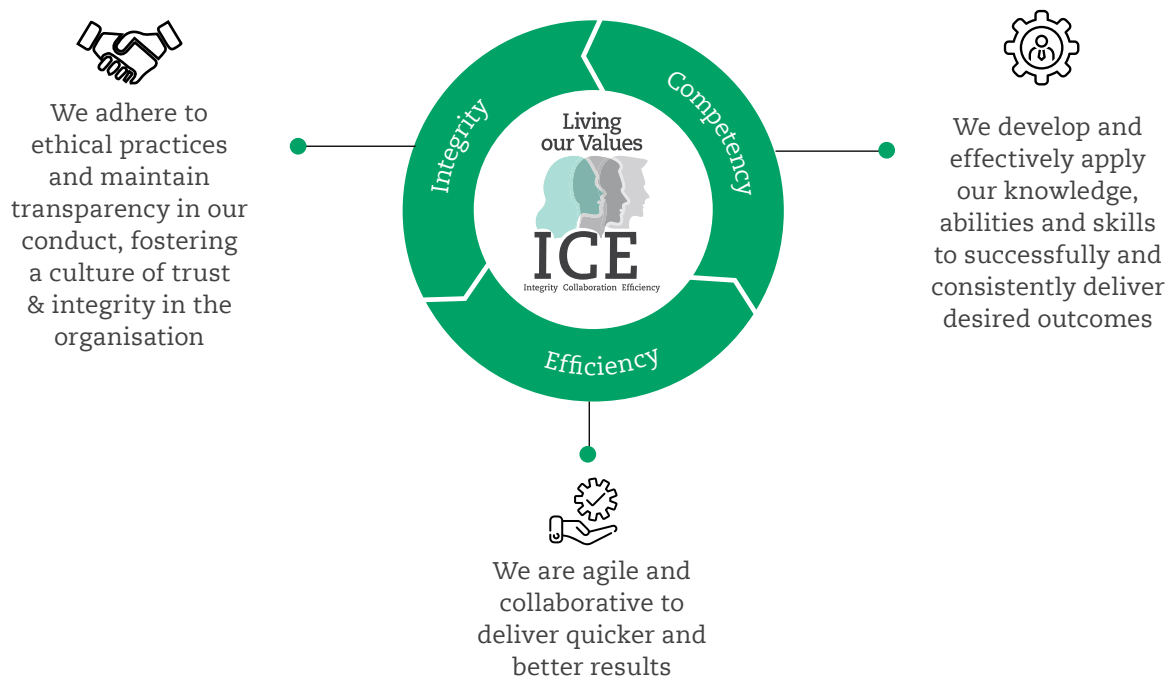
At Strides, we are committed to upholding the highest Corporate Governance standards.

As we navigate the ever-changing landscape of our industry, our core values remain a guiding light, reflecting who we are and how we work together.

We have refined our core values from **Integrity, Collaboration and Efficiency to Integrity, Competency and Efficiency (ICE)**.

The change from “**Collaboration**” to “**Competency**” is a strategic intent aimed at building relevant capabilities within the organization. This value embodies our commitment to continuous learning, skill development, and expertise in our respective roles that facilitates us to contribute meaningfully to our collective goals.

This evolution in our core values is a natural progression to building a stronger, more resilient organization capable to meeting any challenge that lies ahead.



We strive to maintain our position as one of the leading Indian pharmaceutical company with an excellent reputation for Quality, and Integrity which remains our governing principle in all aspects of our everyday conduct. We adhere to ethical practices and maintain transparency in our conduct, fostering a culture of trust and integrity in the organization.

As a global and multidisciplinary organization, we aim to capitalize on the strength of Competency. This value embodies our commitment to continuous learning, skill development and expertise in our respective roles that facilitates us to contribute meaningfully to our collective goals.

Our third core value, Efficiency, emphasizes the importance of getting it right first and maximizing our resources to achieve the greatest results. We are agile and collaborative to deliver quicker and better results.

Based on our values, we have established our business and ethos. They foster trust and a strong relationship with all of our stakeholders and enable us to fulfill our commitment to the 3 Ps - our Patients, who rely on us; our People, who are our most valuable assets and our Purpose of making a difference in healthcare and society.



2. Board of Directors

Board of Directors (**Board**) are at the core of our Corporate Governance practice, and they oversee and ensure that the Management serves and protects the long-term interest of all stakeholders.

Executive and Non- Executive Directors of the Company are appointed for a specified period. These directors are liable to retire by rotation in terms of the provisions of Section 152 of the Companies Act, 2013 and Articles of Association of the Company at the Annual General Meeting (**AGM**).

Independent Directors (**ID**) are appointed for two consecutive terms, not exceeding five years each. In terms of the Companies Act, 2013, IDs are not liable to retire by rotation.

We believe that an active, well-informed and independent Board is necessary to ensure the highest standards of Corporate Governance.

Strides has the adequate mix of Executive, Non-Executive and Independent Directors and has opted to maintain a target share of Independent Directors (**ID**) at 60% of the total Board size.

2.1 Board Composition

Strides Board is well diversified, single tier board and has an appropriate mix of Executive and Non-Executive Directors (including Independent Directors) (**NED**).

Strides' Board possesses an optimal mix of professionalism, knowledge and experience.

Strides is in compliance with the provisions of the Companies Act, 2013 (**Act**) and Listing Regulations with regard to composition of the Board.

As at the date of this Report, Strides' Board comprises of Eight Directors – Two Executive Directors, One Non-Executive Director, and Five Independent Directors (including two Independent Woman Directors). Except Mr. Arun Kumar and Mr. Aditya Arun Kumar, who are related, there is no inter-se relationship between the other Board members.

Detailed profile of Strides directors is available on the Company's website at <https://www.strides.com/corporate-board.html>.

Board Composition as at May 22, 2025 is as under:

Name of the Director & Director Identification Number (DIN)	Age (in yrs)	Category	Date of Initial Appointment	Effective Date of appointment in the current tenure	Term of Directorship	Tenure in Strides (in years)	Shareholding in Strides
Arun Kumar DIN: 00084845	64	Non-Executive Chairperson and Promoter Director	June 28, 1990	April 5, 2025	-	~35	20,60,687 (2.24%)
Dr. Kausalya Santhanam DIN: 06999168	58	Independent Director	December 11, 2019	December 11, 2024	Second term of five years effective December 11, 2024	~5	2,203* (~0.0024%)
Homi Khusrokhani DIN: 00005085	81	Independent Director	May 18, 2017	May 18, 2022	Second term of five years effective May 18, 2022	~8	-
Ameet Hariyani DIN: 00087866	64	Independent Director	February 1, 2024	February 1, 2024	First term of five years effective Feb 1, 2024	~1	-
Subir Chakraborty DIN: 00130864	67	Independent Director	June 01, 2024	June 01, 2024	First term of five years effective June 01, 2024	~1	-
Mukta Arora DIN: 07225715	58	Independent Director	February 01, 2025	February 01, 2025	First term of five years effective February 01, 2025	-	-
Badree Komandur DIN: 07803242	54	Managing Director & Group CEO	May 18, 2017	June 01, 2024	Three years effective June 01, 2024	~8	55,000 (~0.06%)
Aditya Arun Kumar DIN: 06999081	36	Executive Director – Business Development	June 01, 2024	June 01, 2024	Three years effective June 01, 2024	~1	58,422 (~0.06%)

* Of this 1,000 shares are held by Dr. Kausalya jointly with her spouse.

Board Composition at Strides vs Regulatory Requirement as at the date of this Report is as under:

	Board Size	Independence	Board Tenure (Avg)	Board Age (Avg)	No. of Women Independent Directors
Reg Requirement	6	50%	Not defined	Not defined	1
At Strides	8	62.5%	~9 yrs	~60.55 yrs	2

Other Directorships held by Strides' Directors as at March 31, 2025

Name	Total Directorships* (including Strides)	No. of Chairmanship in Board Committees (including Strides)	No. of Membership in Board Committees (including Strides)	Directorship in Other Listed Companies	
Arun Kumar	3	-	1	a)	Solara Active Pharma Sciences Limited - Non-Executive Director
				b)	OneSource Specialty Pharma Limited - Non-Executive Director
Dr. Kausalya Santhanam	2	1	4	a)	Solara Active Pharma Sciences Limited - Independent Director
Homi Khusrokhani	2	2	2	a)	Neuland Laboratories Limited - Independent Director
Ameet Hariani	9	2	7	a)	Aptech Limited - Non-Executive Independent Director & Chairman
				b)	Mahindra Logistics Limited - Independent Non-Executive Director
				c)	Mahindra Lifespace Developers Limited - Non-Executive Independent Director & Chairman
				d)	ADF Foods Limited- Independent Non-Executive Director
Subir Chakraborty	1	-	2	-	
Mukta Arora	1	-	1	-	
Badree Komandur	1	-	-	-	
Aditya Arun Kumar	5	-	-	-	

NOTES:
1. While considering the total number of Directorships
Following are included:

- Directorship in Public Companies,
- Private Companies and
- Alternate Directorships (including Nominee Directorship)

Following are excluded

- Directorship in Foreign Companies and
- Section 8 Companies, if any.

2. Committee Membership/ Chairperson of Committees – we have considered only the Audit Committee and Stakeholders' Relationship Committee.

Further, Committee membership in public limited companies (whether listed or not) are considered for this purpose.

All other committee memberships (if any) in companies including private limited companies, foreign companies and companies under Section 8 of the Act are excluded.

- None of the Director is a member of the Board of more than twenty companies or a member of more than ten Board level Committees or Chairperson of more than five Committees across all listed/ public entities.
- None of the Independent Directors serve as an Independent Director on more than seven listed entities.
- None of the Directors are related to any other Director except Mr. Arun Kumar and Mr. Aditya Arun Kumar who are related to each other.

Other Directorships and Committee Members of Strides' Directors vs. Regulatory Requirement is as under:

	No. of Directorships including Strides	Chairman in Board Committees including Strides	Member in Board Committees including Strides	Directorship in Listed entities including Strides
Reg Requirement	20	5	10	7
Strides' Directors	~3	~1	~2	~2

2.1.1 Changes in Board Composition during FY25 and till the date of this report
1) Appointment of Mr. Badree Komandur as Managing Director & Group CEO of the Company effective June 1, 2024

Upon successful completion of the business reset and the outcomes thereof, Board of Directors of the Company, pursuant to recommendation of Nomination & Remuneration Committee in their meeting held on May 22, 2024, unanimously approved elevation of **Mr. Badree Komandur, as Managing Director & Group CEO** of the Company, liable to retire by rotation, for a term of three years commencing from June 1, 2024, as part of the comprehensive succession plan. Approval of Shareholders of the Company was received through Postal Ballot on July 26, 2024.

Mr. Arun Kumar continued to be the **Executive Chairperson** of the Company effective June 1, 2024.

2) Appointment of Mr. Aditya Arun Kumar as Executive Director – Business Development effective June 1, 2024

Board of Directors of the Company, pursuant to the recommendation of Nomination & Remuneration Committee in their meeting held on May 22, 2024, unanimously approved appointment of **Mr. Aditya Arun Kumar** as **Executive Director – Business Development**, liable to retire by rotation, for a term of three years commencing from June 1, 2024.

Aditya was heading the B2B Business of the Company since 2022. As part of comprehensive succession planning, Aditya was elevated as Executive Director of the Company responsible for business development.

Approval of Shareholders of the Company was received through Postal Ballot on July 26, 2024.

3) Appointment of Mr. Subir Chakraborty as Independent Director

Mr. Subir Chakraborty (DIN: 00130864) was appointed as Independent Director of the Company effective June 01, 2024 for an initial term of five

years. Approval of Shareholders of the Company was received through Postal ballot on July 26, 2024.

4) Re-Appointment of Dr. Kausalya Santhanam as Independent Director

Dr. Kausalya Santhanam (DIN: 06999168) was re-appointed as Independent Director of the Company effective December 11, 2024 for second term of five years. Approval of Shareholders of the Company was received through Postal ballot on November 27, 2024.

5) Appointment of Ms. Mukta Arora as Independent Director

Ms. Mukta Arora (DIN: 07225715) was appointed as Independent Director of the Company effective February 01, 2025 for an initial term of five years. Approval of Shareholders of the Company was received through Postal ballot on March 19, 2025.

6) Retirement by rotation under Section 152 of the Act

In terms of the Act, Mr. Badree Komandur retired by rotation and being eligible was re-appointed as Director of the Company at the Annual General Meeting held on September 25, 2024.

7) Retirement of Mr. Bharat Shah as Independent Director

Mr. Bharat Shah retired from Board upon completion of his second and final term of office as Independent Director on June 14, 2024.

8) Retirement of Mr. S Sridhar as Independent Director

Mr. S Sridhar retired from the Board upon completion of his second and final term of office as Independent Director on July 30, 2024.

9) Re-appointment of Mr. Arun Kumar as Non-Executive Director effective April 5, 2025

Arun has been part of Strides' Board since inception (June 28, 1990). Arun was appointed as Executive Chairperson and Managing Director of the Company effective April 7, 2022 for a term of 3 years (upto April 6, 2025).

As part of the succession and re-organization plan, Arun passed the baton to Mr. Badree Komandur to assume the position of Managing Director and Group CEO effective June 1, 2024, while continuing to be the Executive Chairperson of the Company.

In continuation to the re-organization and transition of executive responsibilities to Badree and Leadership team, Board of Directors of the Company, pursuant to recommendation of Nomination & Remuneration Committee in their meeting held on January 30, 2025, unanimously approved appointment of Mr. Arun Kumar as Non – Executive Director and Chairperson of the Board, liable to retire by rotation, effective April 5, 2025. Approval of Shareholders of the Company was received through Postal ballot on March 19, 2025.

2.1.2 Retirement by Rotation and Re-appointment at the ensuing AGM

In terms of Section 152 of the Act, proposal for re-appointment of Mr. Aditya Arun Kumar, retiring director, as Director shall be placed before Shareholders at the ensuing AGM. Your Directors recommend his re-appointment.

A detailed profile of Mr. Aditya Arun Kumar as required under the Listing Regulations and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India is provided in the explanatory statement to the Notice convening the 34th AGM of the Company.

2.2 Board Skill Matrix - Key Board Qualifications, Expertise and Attributes

Board members are committed to ensuring that the Board is in compliance with the highest standards of Corporate Governance. Board comprises qualified members who bring in the required skills, competence and expertise that allow them to make effective contributions to the Board and its Committees.

These skills/ competencies are broad-based, encompassing several areas of expertise/ experience and each Director may possess varied combinations of skills/ experience within the described set of parameters as listed herein.

Table below summarizes the key skills, expertise, competencies and attributes which are taken into consideration by the Nomination and Remuneration Committee (NRC) while recommending appointment of directors to the Board.

Area of Expertise	Remarks
Pharma Business	Expertise on pharma business matters and regulations including healthcare systems, competitive business landscape, regulated & emerging business opportunities & risks and strong understanding of emerging local and global trends.
Leadership experience of running large enterprise	Understanding of organizational systems & processes, strategic planning & risk management, management of accountability & performance, with successful multinational operations in manufacturing, international business, scientific research and development, senior level government experience and academic background. Experience and understanding of governmental and regulatory policies, process, media and external stakeholders.
Managerial Experience	Knowledge and skills in accounting and finance, business judgment, general management practices and processes, crisis response and management, industry knowledge, macro-economic perspectives, human resources, labour laws, international markets, sales and marketing, and risk management, overseeing large and complex supply chain operations, management of innovations, understanding of emerging technologies including digital information technologies and their disruptive impact.
Experience of crafting Business Strategies	Experience in developing long-term/ short-term strategies to grow business, consistently, profitably, competitively and in a sustainable manner in diverse business environments and changing economic conditions.
Understanding use of Digital/ Information Technology	Understanding the use of digital/ Information Technology across the value chain, ability to anticipate technological driven changes & disruption impacting business and appreciation of the need of cyber security and controls across the organization. Experience in oversight of IT projects in large organizations.
Governance, Risk and Compliance	Understanding of the governance principles, Board accountability, internal control and regulatory environment, risk management including ESG related risks in a large complex organization and emerging local and global trends.
Personal Values	Personal characteristics matching the Company's values viz., Integrity, Competency and Efficiency.
ESG	Understanding of diverse and global sustainability and ESG practices and the ability to align them with the Company's growth strategy. Experience of leading developmental initiatives that have had significant societal impact.

Mapping of Directors' skills/ expertise/ competence in line with the above criteria

Area of Expertise	Arun	Dr. Kausalya	Mukta	Subir	Homi	Ameet	Badree	Aditya
Pharma Business	✓	✓	✓	✗	✓	✗	✓	✓
Leadership experience of running large enterprise	✓	✓	✓	✓	✓	✓	✓	✓
Managerial Experience	✓	✗	✓	✓	✓	✓	✓	✓
Experience of crafting Business Strategies	✓	✓	✓	✓	✓	✓	✓	✓
Understanding use of Digital/ Information Technology	✓	✗	✓	✓	✓	✗	✓	✗
Governance, Risk and Compliance	✓	✓	✓	✓	✓	✓	✓	✓
Personal Values	✓	✓	✓	✓	✓	✓	✓	✓
ESG	✓	✗	✓	✓	✓	✓	✓	✓

2.3 Induction and Familiarization program for Board Members

Strides has a familiarization/ orientation program for induction of its Directors, which aims to provide insights about the Company and its business operations. The program is customized to suit Director's individual interests and areas of expertise.

On being appointed to the Board, each Director undergoes a comprehensive orientation process and are provided with induction kit which inter alia includes business profile & group structure of the Company, Board and other Board Committees Governance process and Corporate policies of the Company amongst others.

Further, during quarterly meetings, business and functional heads of the Company meet the Board members, and comprehensive presentations are made on aspects such as business models/ strategies, risk mitigation/ minimization procedures, recent trends in pharma industry and regulatory regime impacting the Company. These meetings also facilitate Board Members to provide their inputs and suggestions on the above matters directly to the business and functional heads.

Policy on familiarization program for NEDs and details of familiarization programs imparted to such directors is available on the website of the Company and link to the same is available in Page 156.

2.4 Board Evaluation

Board evaluation framework at Strides has been designed in compliance with the requirements under the Act and the Listing Regulations, and in accordance with the Guidance Note on Board Evaluation issued by Securities and Exchange Board of India (SEBI) in January 2017.

Nomination and Remuneration Committee has specified the criteria for performance evaluation of the Directors (including Independent Directors), the Board and its Committees.

Board's functioning is evaluated on various aspects including structure of the Board, strategy, meetings of the Board, stakeholders value and responsibility, information management, governance and compliance parameters amongst others.

Directors are evaluated on aspects such as strategy, function, ethics, values and other general criteria.

Committees of the Board are evaluated on aspects such as mandate, composition and terms of reference of the Committees, reviews and decision making, independence of Committee from Board, governance and compliance as a whole.

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

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

2.5 Nomination and Remuneration Policy

Company has formulated a Nomination and Remuneration Policy for the Board of Directors including Key Managerial Personnel (KMP) and Senior Management Personnel (SMP) and other employees of the Company, which is uploaded on the website of the Company. Link to the Policy is available in Page 156.

The said Policy inter alia covers criteria for appointment and remuneration of Directors, KMP and SMP including criteria for determining qualifications, positive attributes, independence of a director and other matters, as required under Section 178 of the Act.

2.6 Details of Remuneration paid to Directors

2.6.1 Remuneration to Non-Executive Directors (NEDs) (including Independent Directors)

NEDs are entitled to receive remuneration by way of sitting fees, reimbursement of expenses for participation in the Board/ Committee meetings and Commission, as per the provisions of the Act and Listing Regulations.

Company does not have any pecuniary relationship or transactions with its NEDs other than payment of sitting fees/ reimbursement of expenses paid to them for attending Board and Committee meetings and payment of Commission, if any.

Remuneration by way of Commission to NED is decided by the Board and distributed to them, post Shareholders' approval, if any.

Details of Sitting Fees and Commission paid/ payable to NEDs for FY25 is as under:

Name	Sitting Fees (₹)	Commission (₹)	Total Compensation (₹)
Dr Kausalya Santhanam	2,250,000	2,500,000	4,750,000
Mukta Arora*	100,000	416,667	516,667
S Sridhar*	1,000,000	833,333	1,833,333
Bharat Shah*	650,000	625,000	1,275,000
Homi Rustam Khusrokhani	2,000,000	2,500,000	4,500,000

Name	Sitting Fees (₹)	Commission (₹)	Total Compensation (₹)
Ameet Hariani	1,900,000	2,500,000	4,400,000
Subir Chakraborty*	1,250,000	2,083,333	3,333,333
Total	9,150,000	11,458,333	20,608,333

*Sitting Fees and Commission paid in proportion to the period of Office held by Sridhar, Bharat, Subir and Mukta.

2.6.2 Details of Remuneration paid to Independent Directors on the Board of Material Subsidiaries during FY25

In line with Regulation 24 of the Listing Regulations, Company has nominated Dr. Kausalya Santhanam, one of its Independent Directors, on the Board of its Material Subsidiaries.

Sitting fees paid by each of the entities to Dr. Kausalya during FY25 is as under:

#	Name of the entity	Total Amount paid for FY25
1.	Strides Pharma Asia Pte. Ltd, Singapore	US\$ 6,000/-
2.	Strides Pharma Global Pte. Limited, Singapore	US\$ 6,000/-
3.	Strides Pharma Inc, USA	US\$ 6,000/-
4.	Strides Arcolab International Limited, UK	US\$ 6,000/-
Total		US\$ 24,000/-

2.6.3 Remuneration to Executive Directors

Remuneration to Executive Directors is a combination of Fixed and Variable components, as recommended by NRC and approved by the Board, in line with the remuneration approved by Shareholders of the Company.

Details of remuneration paid to Executive Directors in FY25 is as under:

Name of the Director	Gross Salary*	Performance linked payout**	Total	Performance Criteria
Arun Kumar	₹ 6.60 Cr	₹ 2.40 Cr	₹ 9.00 Cr	Upon achievement of quantitative and qualitative outcomes as agreed with NRC and Board.
Other Benefits provided are	- Insurance and other Employee Benefits as per Company Policy; - Encashment of un-availed leave as per Company's Policy; - Reimbursement of expenses incurred for Strides' business related matters; - Chauffer driven car for use on Company's business; - Telephone facility at residence; and - One Club Membership			
	Gross Salary*	Performance linked payout**	Total	Performance Criteria
Badree Komandur	₹ 4.35 Cr	₹ 1.46 Cr	₹ 5.81 Cr	Linked to Company's overall business performance projected for the year and as agreed with the Nomination and Remuneration Committee.
Other Benefits provided are	- Insurance and other Employee Benefits as per Company Policy; - Encashment of un-availed leave as per rules of the Company - Reimbursement of expenses incurred for Strides' business related matters; and - Chauffer driven car for use on Company's business.			

	Gross Salary*	Performance linked payout**	Total	Performance Criteria
Aditya Arun Kumar	₹ 1.37 Cr	₹ 25 Lakhs	₹ 1.62 Cr	Linked to Company's overall business performance projected for the year and as agreed with the Nomination and Remuneration Committee.
Other Benefits provided are	- Insurance and other Employee Benefits as per Company Policy; - Encashment of un-availed leave as per Company's Policy; - Reimbursement of expenses incurred for Strides' business-related matters; - One club Membership; and - Chauffer driven car for use on Company's business.			

* Gross Salary includes Company's contribution to PF

** Performance payout relates to FY24 paid in FY25. Performance payout relating to FY25 will be considered in FY26.

2.6.4 Service contracts, Notice period and Severance fees relating to Executive Directors

Service Contract

Mr. Arun Kumar is the Founder and Promoter Director of the Company and was appointed as Executive Chairperson and Managing Director on April 7, 2022 for a period of three years.

As part of the succession and re-organization plan, Arun passed the baton to Mr. Badree Komandur to assume the position of Managing Director and Group CEO effective June 1, 2024, while continuing to be the Executive Chairperson of the Company.

Effective April 5, 2025 Arun transitioned into a Non-executive role and was appointed as Non- Executive Chairperson of the Company.

Mr. Badree Komandur is a Professional Director and was appointed as Managing Director and Group Chief Executive Officer on June 01, 2024 for a period of three years.

Mr. Aditya Arun Kumar is a Promoter Director and was appointed as Executive Director- Business Development on June 01, 2024 for a period of three years.

Either of the parties (i.e., Executive Director & Company) may terminate this arrangement without assigning any cause, by giving the other party a written notice of 180 days in advance.

Severance fees

As per the terms of appointment of Mr. Arun Kumar, Mr. Badree Komandur and Mr. Aditya Arun Kumar, there is no severance fees payable to them.

2.6.5 Details of stock options held by Directors

As at the date of this report, none of the Directors of the Company hold any stock options of the Company.

2.6.6 D&O Insurance

Company has in place a comprehensive Directors and Officers (D&O) Liability Insurance Policy. Coverage - Director (both Executive & Non-Executive) and Officers (KMP and SMP) of the Company, whether in India or any other jurisdiction.

The Policy provides financial protection to the Directors and Officers of the Company and its Subsidiaries against personal liabilities arising from claims made against them in their official capacity.

3. Senior Management Personnel of the Company

Senior Management Personnel (SMP) of the Company are identified as Members of core management team (excluding the Board of Directors), One level below the CEO/ MD and specifically includes functional heads of the Company.

SMP of Strides during FY25 are as under:

#	Name	Designation	Remarks
1	Ramaraju PVS	Chief Operating Officer	
2	Umesh Kale	Chief of Quality Services	
3	Sangeetha K	Head of Regulatory Affairs	
4	Swamy K N	Head of Global Analytical - Development & Services	
4	Dr. Anil Kumar R	Head of R&D Services	Resigned effective August 28, 2024
5	Sormistha Ghosh	Group GC & CRO	
6	Bharathi R	Head of Global Procurement	
7	Surabhi Loshali	Chief Human Resource Officer	Appointed effective June 1, 2024
8	Amit Gupta	Head of Taxation	
9	Ramesh RJ	Head of Treasury	
10	Dr. Chithambaram Muthulingam	Head of R&D Services	Appointed effective Nov 21, 2024

3.1 Succession Planning

Company recognizes the importance of a robust succession planning framework to ensure continuity of leadership and minimize disruptions.

Accordingly, key roles across the organization have been identified and succession plans have been mapped for each of these critical positions.

The process involves talent dialogues and quarterly check ins, development of leadership capabilities, and readiness planning to address both planned and unplanned transitions.

Further, bespoke talent management programs for key technical functions are also in place.

4. Meetings of the Board and Committees

Company has adopted digital meetings platform for its Board and Committee meetings, which can be accessed through web version, iOS and Android based application.

Board/ Committee Agenda and related notes are made available to the Directors through this application, which meets the standards of security and integrity that is required for storage and transmission of Board/ Committee related documents in electronic form.

Board meets at least once a quarter to review the quarterly financial results and other agenda items. Additional meetings are held when necessary. Committees of the Board (except Audit Committee) usually meet the day before or on the day of the formal Board meeting, or whenever the need arises for transacting any business.

Recommendations of the Committees are placed before the Board for requisite approvals. During the year under review, the Board has accepted all the recommendations of the Committees on matters where such a recommendation is mandatorily required. There have been no instances where such recommendations have not been accepted/ approved .

Tentative dates for Board Meetings in the ensuing financial year are decided in advance and communicated to the Members of the Board, to facilitate Directors to plan their schedules and ensure meaningful participation.

However, in case of a special and urgent business need, depending on the matter to be transacted, either a Board Meeting is convened at shorter notice or Board's approval is obtained by way of a Circular Resolution.

4.1 Board Meetings held during the year

During FY25, Board met eight times on the following dates:

1. May 22, 2024
2. May 22, 2024
3. May 30, 2024
4. July 29, 2024
5. October 24, 2024

6. November 26, 2024
7. January 30, 2025
8. March 19, 2025

Gap between two Board meetings during the year under review did not exceed one hundred and twenty days. Requisite quorum was present for all the meetings.

4.2 Attendance of Board Members at the Board Meetings held during the FY25

Name of the Director	Category	No. of Meetings held during their tenure	No. of Meetings attended	% of meetings attended
Arun Kumar*	ED	8	5	62.5%
Badree Komandur	ED	8	8	100%
Dr. Kausalya Santhanam	ID	8	8	100%
S Sridhar	ID	4	4	100%
Bharat Shah	ID	3	3	100%
Homi Rustam Khusrokhani	ID	8	8	100%
Ameet Hariani	ID	8	8	100%
Subir Chakraborty	ID	5	5	100%
Mukta Arora	ID	1	1	100%
Aditya Arun Kumar	ED	5	4	80%

*Arun recused himself from three board meetings in FY 2025, two of which were due to his interest in the matters under discussion.

4.3 Meeting of Independent Directors

Independent Directors of the Company met on May 22, 2024 and January 30, 2025, to inter-alia discuss and evaluate the performance of all Board Members, the Board as a whole and its various Committees and performance of the Chairperson of the Board.

4.4 Board Committees

Board has constituted sub-committees to focus on specific areas and make informed decisions within the authority delegated to each of the Committees. Each Committee of the Board is guided by its Charter, which defines the scope, powers and composition of the Committee.

Board has constituted the following Statutory Committees:

1. Audit Committee;
2. Nomination and Remuneration Committee;
3. Stakeholders' Relationship Committee (SHR Committee);
4. Corporate Social Responsibility Committee (CSR Committee); and
5. Risk Management Committee (RMC)

Board has also constituted a non-statutory committee titled “Management Committee (MC)”. This Committee primarily considers matters that may be delegated by the Board of Directors under Section 179 of the Act and other delegable matters for administrative convenience.

The Committee comprises of two Independent Directors and an Executive Director. Chairperson of the Committee shall be appointed on a rotation basis amongst the IDs.

The Committee meets at such intervals based on needs of the Company.

4.5 Composition of Board Committees

Composition of Board Committees as at March 31, 2025 is as under:

Name	Audit Committee	NR Committee	SHR Committee	CSR Committee	RM Committee	Management Committee
Arun Kumar	-	-	Member	Member	-	-
Dr. Kausalya Santhanam	Member	Member	Chairperson	Chairperson	Member	Member
Mukta Arora	Member	Member	-	-	Member	-
Subir Chakraborty	Member	Member	Member	-	Member	-
Homi Khusrokhan	Chairperson	Member	-	Member	Chairperson	Member -
Ameet Hariani	Member	Chairperson	Member	-	Member	-
Badree Komandur	-	-	-	-	Member	Member
Aditya Arun Kumar	-	-	-	-	Member	-

Notes:

- 1) Mr. Subir Chakraborty was appointed as Independent Director of the Company with effect from June 1, 2024, and was inducted as a member of Audit Committee, NRC, SHRC and RMC effective from June 1, 2024;
- 2) Mr. Aditya Arun Kumar was appointed as Executive Director of the Company with effect from June 1, 2024, and was inducted as a member of RMC effective from June 1, 2024;
- 3) Ms. Mukta Arora was appointed as Independent Director of the Company with effect from February 1, 2025, and was inducted as a member to the Audit Committee, NRC, and RMC effective February 1, 2025;

Status of Committee Composition at Strides vs. Regulatory Requirement

	Audit Committee	NR Committee	SHR Committee	CSR Committee	RM Committee
Regulatory Requirement	Min 3 Directors with at least 2/3 of them being ID	Min 3 Directors; and all Directors shall be NEDs with 2/3 being IDs	Min 3 Directors – with atleast one ID	Min 3 Directors – with atleast one ID	Min 3 members including Management Team, with majority of them being board members, incl. one ID
Committee Composition at Strides	5 Members – all of them are IDs	5 Members – all of them are IDs	4 Members – with 3 IDs	3 Members – with 2 IDs	8 Members - with 5 IDs

4.6 Charter of Board Committees and Meetings held

4.6.1 Audit Committee

Terms of reference of the Committee

Terms of reference of the Audit Committee covers areas mentioned in Section 177 of the Act and Regulation 18 read with Part C of Schedule II to the Listing Regulations.

Terms of reference of the Audit Committee, inter alia, includes the following:

- a) Oversight of the Company’s financial reporting process and disclosure of its financial information to ensure that the financial statements are correct, sufficient and credible.
- b) Examination of the Company’s financial statements and Auditor’s Report on the same.
- c) Discuss and review with the Management and Auditors, the annual/ quarterly financial statements before submission to the Board for approval.
- d) Review of Management Discussion and Analysis of financial condition and results of operations.
- e) Recommend to the Board appointment, re-appointment, removal of the Statutory Auditors, fixation of audit fee and approval for payment for any non-audit services rendered by the Statutory Auditors.

- f) Reviewing and monitoring the auditor's independence & performance and effectiveness of audit process.
- g) Review the appointment, removal and terms of remuneration of the Internal Auditor.
- h) Review on a regular basis the adequacy of internal audit function, the structure of the internal audit department, approval of the internal audit plan and its execution, staffing and seniority of the official heading the department, reporting structure, coverage and frequency of internal audit.
- i) Review the findings of any internal investigations by the internal auditors into matters where there is suspected fraud or irregularity or a failure of internal control systems of a material nature and reporting the matter to the Board.
- j) Discuss with internal auditors any significant findings and follow up thereon.
- k) Review with Management, Statutory Auditors and Internal Auditors about the adequacy of internal control systems and related matters.
- l) Review of Management letters/ letters of internal control weakness issued by Statutory Auditors/ Internal Auditors.
- m) Review the appointment, removal and terms of remuneration payable to the Cost Auditor.
- n) Evaluation of internal financial controls and risk management systems.
- o) Review and approval of Related Party Transactions.
- p) Reviewing the functioning of the Whistle Blower mechanism.
- q) Review compliance of provisions of Insider Trading Regulations and verify that systems for internal control are adequate and operating effectively, at least once in a financial year.

In addition, the Committee is also required to discharge such other roles/ functions as envisaged under the Act and Listing Regulations.

During FY25, Audit Committee met five times on the following dates:

1. May 22, 2024
2. July 29, 2024
3. October 24, 2024
4. November 26, 2024
5. January 30, 2025

Requisite quorum was present for all the meetings.

4.6.2 Nomination and Remuneration Committee

Terms of reference of the Committee

Terms of reference of the NRC covers areas mentioned in Section 178 of the Act and Regulation 19 read with Part D (A) of Schedule II to the Listing Regulations.

Terms of reference of the NRC, inter alia, includes the following:

- a) To periodically review the size and composition of the Board to ensure that it is optimally structured to make appropriate decisions, with a variety of perspectives and skills, in the best interests of the Company as a whole.
- b) To formulate a criteria for determining qualifications, positive attributes and independence of a Director.
- c) To formulate a criteria for evaluation of performance of all Independent Directors and the Board.
- d) Committee to carry out evaluation of every Director's performance.
- e) Committee to determine whether to extend or continue the term of appointment of the Independent Director, on the basis of the report of performance evaluation of Independent Directors.
- f) To formulate criteria and evaluate the performance of the statutory committees of the Board viz., Audit Committee, Stakeholders' Relationship Committee, Nomination & Remuneration Committee, Corporate Social Responsibility Committee, Risk Management Committee and any other statutory committee as duly constituted by the Board of Directors.
- g) To devise a policy on Board diversity and assist the Board in ensuring Board nomination process addresses diversity of gender, knowledge, experience and perspective.
- h) Identify persons who are qualified to become Directors and who may be appointed as Senior Management Personnel (SMP), in accordance with the criteria laid down in the policy.
- i) To recommend to the Board the appointment and removal of Directors and SMP, in accordance with the criteria laid down in the policy.
- j) To recommend to the Board, a policy relating to remuneration of Directors, Key Managerial Personnel (KMP) and SMP.
- k) To recommend to the Board, all remuneration, in whatever form, payable to Executive Directors, KMP and SMP.
- l) To establish and review plans relating to orderly succession for appointment of the Board, KMP and SMP.
- m) To assist the Board of Directors in the Board's overall responsibilities relating to Employee Stock Options Plans, including the drafting and administration of the Company's ESOP and other incentive plans and the interpretation and adoption of rules for the operation thereof.
- n) To carry out any other function as may be mandated by the Board from time to time and/ or enforced by any statutory notification, amendment or modification, as may be applicable.

During FY25, NRC met six times on the following dates:

1. May 22, 2024
2. May 22, 2024
3. May 30, 2024
4. October 07, 2024
5. October 24, 2024
6. January 29, 2025

Requisite quorum was present for all the meetings.

4.6.3 Stakeholders' Relationship (SHR) Committee

Terms of reference of the Committee

Terms of reference of the SHR Committee covers areas mentioned in Section 178 (6) of the Act and Regulation 20 read with Part D (B) of Schedule II of the Listing Regulations.

Terms of reference of the SHR Committee, inter alia, are as follows:

- a) To consider and ensure resolution of the grievances of the security holders of the Company including complaints relating to transfer/ transmission of shares, issue of new/ duplicate share certificates, issue of Letter of Confirmation for demat of shares, non-receipt of annual reports, non-receipt of declared dividends, general meetings etc.
- b) To monitor investor grievances received by the Company from SEBI, BSE, NSE or through Scores and to ensure its timely and speedy resolution in consultation with the RTA/ Company Secretary.
- c) Review of measures taken for effective exercise of voting rights by security holders.
- d) To oversee and review the performance of Registrar & Share Transfer Agent and recommend measures for improvements in the quality of investors services.
- e) Review of various measures and initiatives taken by the Company relating to unclaimed dividends for reducing the quantum of unclaimed dividend and ensuring timely receipt of dividend warrants/ annual reports/ statutory notices by the shareholders of the Company.
- f) To review compliance relating to all Securities including Dividend payments, transfer of unclaimed amounts or shares to Investor Education and Protection Fund.
- g) Formulation of Policies and Procedures as mandated by SEBI relating to stakeholder services from time to time for matters relating to security holders and related governance.

In addition, the Committee is also required to discharge such other roles/ functions as envisaged under the Act and Listing Regulations.

Company Secretary of the Company is the designated Compliance Officer for the purpose of compliance in relation to the Listing Regulations.

During FY25, SHR Committee met four times on the following dates:

1. May 22, 2024
2. July 29, 2024
3. October 24, 2024
4. January 29, 2025

Requisite quorum was present for all the meetings.

4.6.4 Corporate Social Responsibility (CSR) Committee

Terms of reference of the Committee

Terms of Reference of the CSR Committee, inter alia, includes the following:

- a) Formulate and recommend to the Board, a Corporate Social Responsibility Policy (CSR Policy) which shall indicate the activities to be undertaken by the Company in areas/ subject as specified in Schedule VII of the Act and shall monitor the CSR Policy from time to time.
- b) Formulate and recommend to the Board an Annual Action Plan for the identified CSR Projects and recommend the amount of expenditure to be incurred on such activities.
- c) To ensure the disbursed funds are utilised for the purposes and in the manner approved. In this regard, Chief Financial Officer of the Company to provide confirmation to the Committee.
- d) Ensure that the Company is taking appropriate measures to undertake and implement CSR projects successfully.
- e) The Committee, at its sole authority, may seek the advice of outside experts or consultants at the Company's expense where judged necessary, to discharge its duties and responsibilities.
- f) The Committee to seek services of Independent Agency to carry out Impact Assessment of CSR Projects as may be required.

At Strides, CSR initiatives help address socio-economic challenges in the realms of Health and Hygiene, Education and Employability.

A detailed report on the CSR activities undertaken during the year, together with its monitoring and spending is annexed to the Board's Report.

During FY25, CSR Committee met two times on the following dates:

1. May 22, 2024
2. January 29, 2025

Requisite quorum was present for all the meetings.

4.6.5 Risk Management Committee (RMC)

Terms of reference of the Committee

Terms of Reference of the Risk Management Committee, inter alia, includes the following:

- a) To advise the Board in identification and managing the full range of risks the enterprise faces.

- b) Review and approve the Enterprise Risk Management framework, culture, processes and practices of the company on a periodic basis.
- c) Monitor and review the exposures of the material risks and assess management preparedness to deal with the risk and associated events.
- d) Overseeing internal & external risks faced by the Company including financial, operational, sectoral, sustainability (ESG), information, cyber security risks or any other risks determined by the Committee.
- e) Ensure that appropriate methodology, processes, and systems are in place to monitor and evaluate risks associated with business of the Company.
- f) Review effectiveness of the risk mitigation plans including adequacy of the system/ processes for the internal controls of the identified risks.
- g) Oversee and guide the development and implementation of ERM policies, procedures, guidelines.
- h) Advise the Board on all matters related to ERM. Engage other stakeholders in the risk management process when the need is identified. Facilitate communication of ERM information.
- i) Keep the Board of Directors informed about the nature and content of the Committee discussions and recommendations, as well as the actions to be taken.
- j) Oversee and guide the development and implementation of Business Continuity and Crisis Management and Business Continuity procedures and guidelines.
- k) Review and approve the enterprise risk management (ERM) working plan and utilize risk for the enterprise's competitive advantage.
- l) To carry out any other functions as prescribed under the Listing Regulations or under any other applicable laws or regulations.
- During FY25, RMC met two times on the following dates:**
- May 22, 2024
 - November 21, 2024
- Requisite quorum was present for all the meetings.

Summary of Directors' time commitments at Board and Committees meetings held during FY25

Particulars	Board	Audit Committee	NR Committee	SHR Committee	CSR Committee	RM Committee	% Attendance
No. of meetings held	8	5	6	4	2	2	
Members' Attendance							
Arun Kumar	5	-	-	4	2	-	~79%
Dr. Kausalya Santhanam	8	5	6	3	2	2	100%
Mukta Arora	1	-	-	-	-	-	100%
S Sridhar	4	2	3	2	-	1	100%
Bharat Shah	3	1	3	1	-	1	100%
Homi Khusrokhan	8	5	6	-	2	2	100%
Ameet Hariani	8	5	6	4	-	2	100%
Subir Chakraborty	5	4	3	3		1	100%
Badree Komandur	8	-	-	-	-	2	100%
Aditya Arun Kumar	4	-	-	-	-	1	~83%

In terms of the NRC Policy, Directors of the Company are mandated to attend majority of the meetings with at-least 75% attendance, through VC Meeting/ In Person meeting.

Notes:

- Dr. Kausalya Santhanam was inducted as a Member of SHRC effective from June 1, 2024;
- Mr. Subir Chakraborty was appointed as Independent Director of the Company with effect from June 1, 2024, and was inducted as a member of Audit Committee, NRC, SHRC and RMC effective from June 1, 2024;
- Mr. Aditya Arun Kumar was appointed as Executive Director of the Company with effect from June 1, 2024, and was inducted as a member of RMC effective from June 1, 2024;
- Ms. Mukta Arora was appointed as Independent Director of the Company with effect from February 1, 2025, and was inducted as a member to the Audit Committee, NRC and RMC effective February 1, 2025;

5. Shareholders' Governance and Communication

Company regularly communicates to its stakeholders through multiple channels of communications such as results announcements, annual report, media releases and hosting information on Company's website.

5.1 Investors/ Shareholders Correspondence

Company has appointed KFin Technologies Limited (Formerly, KFin Technologies Private Limited) (KFintech/ RTA), Hyderabad, as its Registrar and Share Transfer Agents.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com for any queries that they may have.

Coordinates of the Company and RTA is provided at the end of this Report.

5.2 Means of Communication

a) Quarterly, Half yearly and Annual financial results

Quarterly, Half Yearly and Annual Results of the Company as approved by the Board of Directors are submitted to the Stock Exchanges where the Company's shares are listed.

Further, Quarterly, Half Yearly and Annual Results of the Company along with QR Code are also published in 'Financial Express', having nationwide circulation and 'Lokmat', local vernacular daily where Registered Office of the Company is situated.

These are also disseminated through Company's PR Agency and made available on the Company's website at <https://strides.com/investor-financial.html>.

Company also conducts earnings call every quarter with prior intimation to stock exchanges and audio and transcript of the Earnings call held with investors/ analysts relating to the financials/ quarterly results of the Company are published on the website of the Company and intimated to the Stock Exchanges as prescribed under the Listing Regulations.

b) Notice to Shareholders regarding transfer of shares in respect of the Dividends which has remained unpaid/ unclaimed for seven consecutive years to Investors Education and Protection Fund is sent by Registered Post to the address registered with the Company/ RTA.

Simultaneously the notice is also published in 'Business Standard', a leading newspaper in English and 'Navshakti', a local vernacular daily having wide circulation where Registered Office of the Company is situated.

c) News releases, presentations, etc.:

Company has established systems and procedures to disseminate relevant information to its stakeholders including Shareholders, analysts, suppliers, customers, employees and the society at large.

Regular updates about the Company in the form of news releases, stock exchange intimations, investors presentations etc., are displayed in the Company's website.

d) Compliance Filings with Stock Exchanges

All periodical compliance filings including shareholding pattern, corporate governance report, media releases, amongst others are filed electronically on NSE Electronic Application Processing System (NeAPS)/ Digital Exchange portal and BSE Corporate Compliance and Listing Centre.

e) SEBI Complaints Redress System (SCORES)/ Online Dispute Resolution (ODR) portal

Investors' complaints are also being processed through centralized web-based complaint redressal system of SEBI (SCORES). SCORES enables speedy and effective resolution of complaints filed therein by the investors.

In case any Investor is still not satisfied with the outcome of the resolution, they can initiate dispute resolution through ODR portal. The ODR portal has the necessary features and facilities to, inter alia, enroll the investor to file the compliant/ dispute. Your Company has done necessary enrolment on the ODR portal.

f) Website

Primary source of information regarding operations of the Company is the corporate website www.strides.com.

It contains a separate dedicated section for 'Investors' and 'Media' where the latest and updated information about financials/ activities of the Company are available.

Website of the Company also displays official news releases and presentations made to the institutional investors and analysts from time to time.

g) Annual report

Company's Annual Report containing, inter alia, Board's Report, Corporate Governance Report, Management Discussion and Analysis, Business Responsibility and Sustainability Report, Audited Standalone and Consolidated Financial Statement along with Auditors' Report and other important information is emailed to the Shareholders who have registered their email IDs with the Company/ Depositories.

Printed copy of Annual Report is also sent to Shareholders who specifically request for hard copy of the Report.

Strides' Annual Report is also available on the Company's website at <https://strides.com/investor-financial.html>.

h) Green Initiative

During FY25, the Company had sent various communications by email to those shareholders whose email addresses were registered with the Company/ Depositories.

In support of the 'Green Initiative' the Company encourages Members to register their email

address with their Depository Participant or the Company, to receive soft copies of the Annual Report, Notices and other information disseminated by the Company, without any delay.

5.3. General Body Meetings and Postal Ballot

5.3.1 Annual General Meeting of FY 2024

The Thirty-Third Annual General Meeting (AGM) of the Company was held on Wednesday, September 25, 2024 at 11:00 hours IST through Video Conferencing/ Other Audio-Visual Means.

Meeting was attended by all the Directors of the Company.

5.3.2 General Meetings and Tribunal Convened Meetings held during the preceding three years including FY 25 through Video Conference, deemed venue being registered office of the Company at Vashi, Navi Mumbai.

AGM/ EGM	Date/ Time	Special Resolutions passed
Extraordinary General Meeting	April 7, 2022 at 14:30 hours IST	1) Re-appointment of Mr. Homi Rustam Khusrokhani (DIN: 00005085) as an Independent Director of the Company; and 2) Issuance of Equity Warrants on Preferential Basis.
AGM for FY ended March 31, 2022	September 09, 2022 at 12:30 hours IST	No special resolutions were passed during this meeting
Extraordinary General Meeting	February 6, 2023 at 12:30 hours IST	1) Security/ Corporate Guarantee to be continued for the borrowing of Stelis Biopharma Limited under Section 185 of Companies Act 2013.
AGM for FY ended March 31, 2023	August 28, 2023 at 12:30 hours IST	1) Payment of Variable Pay to Mr. Arun Kumar, Executive Chairperson and Managing Director of the Company for the Financial Year ended March 31, 2023; and 2) Revision in remuneration of Mr. Arun Kumar, Executive Chairperson and Managing Director of the Company.
Tribunal convened Meeting of Equity Shareholders of the Company	September 10, 2024 at 10:30 hours IST	Approval of Scheme of arrangement amongst Strides Pharma Science Limited and Steris Science Specialties Private Limited and OneSource Specialty Pharma Limited
AGM for FY ended March 31, 2024	September 25, 2024 At 11:00 hours IST	No special resolutions were passed during this meeting

**5.3.3 Postal Ballot/ E-voting**

During FY 2024-2025, Company conducted three Postal Ballots to seek approval of Shareholders as under:

#	Date of Postal Ballot Notice	Description of the Special Resolution(s)	Details of the Scrutinizer
1.	May 22, 2024	i. Appointment of Mr. Subir Chakraborty (DIN:00130864) as “Independent Director” of the Company, not liable to retire by rotation for a term of five years, effective June 1, 2024; ii. Appointment of Mr. Badree Komandur (DIN: 07803242) as “Managing Director and Group Chief Executive Officer” of the Company, liable to retire by rotation for a term of three years, effective June 1, 2024; and iii. Appointment of Mr. Aditya Arun Kumar (DIN: 06999081) as “Executive Director – Business Development” of the Company, liable to retire by rotation for a term of three years, effective June 1, 2024.	Mr. Gigi Joseph K J (ICSI Membership No: F6483 and CP: 5576), Practicing Company Secretary of M/s Joseph & Chacko LLP, Company Secretaries, Bengaluru
2.	October 24, 2024	i. Re-appointment of Dr. Kausalya Santhanam (DIN: 06999168) as Independent Director for the second term.	Mr. Gigi Joseph K J (ICSI Membership No: F6483 and CP: 5576), Practicing Company Secretary of M/s Joseph & Chacko LLP, Company Secretaries, Bengaluru
3	January 30, 2025	i. Appointment of Ms. Mukta Arora (DIN: 07225715) as Independent Director of the Company for a term of five years effective February 1, 2025, not liable to retire by rotation. ii. Appointment of Mr. Arun Kumar (DIN:00084845) as Non-Executive Director and Chairperson of the Board, effective April 5, 2025, liable to retire by rotation.	Mr. Gigi Joseph K J (ICSI Membership No: F6483 and CP: 5576), Practicing Company Secretary of M/s Joseph & Chacko LLP, Company Secretaries, Bengaluru

5.3.4 Details of e-voting on the aforesaid resolutions are provided hereunder

Description of the Resolution(s)	Approval of Shareholders deemed to be received on	No. of votes polled	Votes cast in favor (% to total votes polled)	Votes cast against (% to total votes polled)
Appointment of Mr. Subir Chakraborty (DIN:00130864) as “Independent Director” of the Company effective June 01, 2024	July 26, 2024	5,99,63,618	5,99,58,596 (99.9916%)	5,022 (0.0084%)
Appointment of Mr. Badree Komandur (DIN: 07803242) as MD and Group CEO.	July 26, 2024	5,99,63,611	5,44,85,918 (90.8650%)	54,77,693 (9.1350%)
Appointment of Mr. Aditya Arun Kumar (DIN: 06999081) as “Executive Director – Business Development” of the Company effective June 01, 2024 for a term of three years.	July 26, 2024	5,99,62,611	5,44,85,243 (90.8654%)	54,77,368 (9.1346%)
Re-appointment of Dr. Kausalya Santhanam (DIN: 06999168) as Independent Director for the second term of five years effective December 11, 2024	November 27, 2024	6,56,52,763	5,77,47,171 (87.9585%)	79,05,592 (12.0415%)
Appointment of Ms. Mukta Arora (DIN: 07225715) as Independent Director of the Company for a term of five years effective February 1, 2025.	March 19, 2025	5,75,31,389	5,75,30,105 (99.9978%)	1,284 (0.0022%)
Appointment of Mr. Arun Kumar (DIN:00084845) as Non-Executive Director and Chairperson of the Board, effective April 5, 2025.	March 19, 2025	5,55,70,857	5,45,38,284 (98.1419%)	10,32,573 (1.8581%)

5.3.5 Procedure adopted by the Company for Postal Ballots during FY25

Postal Ballots were carried out as per the provisions of Section 110 read with Rule 20 & 22 of the Companies (Management and Administration) Rules, 2014 and other applicable provisions of the Companies Act 2013, read with the Rules framed thereunder, Regulation 44 of the Listing Regulations, as amended and General Circular No. 14/ 2020 dated April 8, 2020, General Circular No. 17/ 2020 dated April 13, 2020, General Circular No. 22/ 2020 dated June 15, 2020, General Circular No. 33/ 2020 dated September 28, 2020, General Circular No. 39/ 2020 dated December 31, 2020, General Circular No. 10/ 2021 dated June 23, 2021, General Circular No. 20/ 2021 dated December 8, 2021, General Circular No. 3/ 2022 dated May 5, 2022, General Circular No. 11/ 2022 dated December 28, 2022 and General Circular. 09/ 2023 dated September 25, 2023 and General Circular No. 09/2024 dated September 19, 2024 (**MCA General Circulars**) issued by the Ministry of Corporate Affairs, from time to time.

In terms of the MCA General Circulars, Company emailed the Postal Ballot Notice along with Explanatory Statement, to all its Shareholders who have registered their email addresses with the Company or Depository/ Depository Participants and whose names appear in the Register of Members/ list of Beneficial Owners as received from the National Securities Depository Limited (NSDL)/ Central Depository Services (India) Limited (CDSL) and as available with the Company as on the cut-off date.

A copy of the Postal Ballot was also made available on the website of the Company, websites of the Stock Exchanges on which the Equity Shares of the Company are listed and website of RTA.

Company has also published notice in the newspapers declaring the details of completion of dispatch and other requirements as mandated under the Act and Listing Regulations.

In compliance with Section 108 and 110 and other applicable provisions of the Act read with related Rules, the Company provided electronic voting (e-voting) facility to all its Shareholders. Company engaged the services of KFintech for the purpose of providing e-voting facility to all its Shareholders.

Voting rights were reckoned on the number of shares registered as on the cut-off date. Communication of assent/ dissent of Shareholders was obtained through remote e-voting system. Shareholders were given a window of 30 days for e-voting on the matters transacted.

Scrutinizer, appointed by the Board for Postal Ballot, submits his report to the Chairperson/ Company

Secretary, after the completion of scrutiny, and the results of the voting by e-voting are then announced by the Chairperson/ authorized officer within two working days from the conclusion of the voting period.

Results of e-voting is communicated to the stock exchanges within the prescribed period. Results of e-voting are also displayed on the Notice Board at the Registered Office of the Company for a period of three days and on Company's website and RTA's website.

Resolutions, if approved by the Shareholders by means of e-voting is deemed to have been passed at a General Meeting of the Shareholders; and the last date of the e-voting shall be the date on which the Resolutions shall be deemed to have been passed, if approved by requisite majority.

5.4 General Shareholders Information

Annual General Meeting (AGM) – FY25

Day and Date	Thursday, August 07, 2025
Time	11.30 AM
Venue	By Video conference/ other audio-visual means.
Time period for remote e-voting	- Starts from 09:00 hours IST on Friday, August 1, 2025; and - Ends on Wednesday, August 6, 2025 at 17:00 hours IST.

5.5 Financial Reporting Calendar

Financial year of the Company commences from 1st day of April and ends on 31st March of the next year. Financial reporting calendar for FY26 is as under:

Quarter ending	Release of Results
For the quarter ending June 30, 2025	July/ August 2025
For the quarter and half year ending September 30, 2025	October/ November 2025
For the quarter and nine months ending December 31, 2025	January/ February 2026
For the year ending March 31, 2026	May 2026

In line with the Listing Regulations, Company shall disseminate relevant intimations/ disclosures to the Stock Exchanges before and after the meetings.

5.6 Dividend

Board of Directors of the Company in their meeting held on May 22, 2025 have recommended a Final Dividend of ₹ 4/- per equity share of face value of ₹ 10/- each for the financial year ended March 31, 2025.

Dividend is subject to approval of Shareholders of the Company at the ensuing Annual General Meeting and deduction of income tax at source.

Dividend if approved by the Shareholders, would be paid within 30 days from the date of AGM to those Shareholders whose name appear in the Register of Members as on the Record Date mentioned in the Notice convening the AGM.

TDS/ withholding tax rate would vary depending on the residential status of the Shareholder and documents submitted by them with the Company/ RTA. Declaration forms in this regard shall be made available on the Company's website

https://www.strides.com/Tax_on_Dividend_24_25.html.

Payment of Dividend in electronic mode

Payment of Dividend shall be made through electronic mode to those Shareholders whose names appear in the Register of Members as on the Record Date mentioned in the Notice convening the AGM.

Shareholders holding securities in physical form

SEBI vide its circular dated November 03, 2021 (subsequently amended by circulars dated December 14, 2021, March 16, 2023 and November 17, 2023) has mandated that effective April 1, 2024, dividend in respect of physical folios shall be paid only through electronic mode.

Accordingly, security holders holding securities in physical form are mandated to update their folios with their KYC documents viz., PAN, Contact Details, Mobile Number, Bank Account details etc.

Failing which such security holders shall not be eligible for any payment including dividend, interest or redemption in respect of such folios through electronic mode.

Upon updation of the requisite details in entirety, security holders shall be eligible to receive all the dividends declared during that period (from April 01, 2025, till date of updation) pertaining to the securities held after the said updation.

SEBI circular dated November 03, 2021 is provided below:

https://www.sebi.gov.in/legal/circulars/nov-2021/common-and-simplified-norms-for-processing-investor-s-service-request-by-rtas-and-norms-for-furnishing-pan-kyc-details-and-nomination_53787.html

Additionally, SEBI, through its circular dated December 12, 2024, has introduced an amendment to the existing provisions of section 39(2) of SEBI LODR. This amendment replaces the previous requirement of issuing a "new share certificate" with the issuance of a "Letter of Confirmation (LOC)".

Shareholders holding securities in electronic form

Shareholders are requested to register and update their bank details with their Depository Participants to enable credit of dividend to their bank accounts directly.

Shareholders are also requested to update/ register their email address and mobile numbers with their depository participants as part of KYC updation.

5.7 Unclaimed Shares Suspense Escrow Account

Pursuant to Regulation 39(4) of Listing Regulations read with Schedule VI of the said Regulations, Company has dematerialized the shares which had returned undelivered by postal authorities and lying unclaimed with the Company.

The dematerialized shares are held in the Company's 'Unclaimed Securities-Suspense Escrow account' (Suspense Account) opened with Kotak Securities Limited. Voting rights of these shares remain frozen till the rightful owner claims these shares.

Further, corporate benefits accruing on these shares, viz., bonus shares, split etc., shall also be credited to the Suspense Escrow Account. Upon completion of a period of seven years, the shares along with corporate benefits shall be transferred by the Company to Investor Education and Protection Fund (IEPF), in accordance with the above regulations.

Details of shares held in the Suspense Account for the period under review is as under:

Particulars	Number of Shareholders	Number of equity shares
Aggregate number of Shareholders and the outstanding shares in the suspense account lying at the beginning of the year	1,036	65,033
Shareholders who approached the Company for transfer of shares from suspense account during the year	10	586
Shareholders to whom shares were transferred from the suspense account during the year	10	586
Aggregate number of Shareholders and shares which were transferred to IEPF as per the MCA Circular	-	-
Aggregate number of Shareholders and the outstanding shares in the suspense account lying as on March 31, 2025	1,026	64,447

5.8 Unpaid/ Unclaimed Dividends

Provisions of Sections 124 and 125 of the Act read with the Investor Education and Protection Fund (Accounting, Audit, Transfer and Refund) Rules, 2016 (IEPF Rules), as amended from time to time, mandates Companies to transfer dividend that has remained unpaid/ unclaimed for a period of seven years to Investor Education and Protection Fund (IEPF). Further, IEPF Rules mandate that shares on which dividend has not been claimed/ encashed for seven consecutive years or more be transferred to IEPF.

In accordance with the said IEPF Rules and its amendments, Company has sent reminders to respective Shareholders informing them to claim their unclaimed dividends and shares before it is transferred to IEPF. Transfer of Dividend/ Shares of Shareholders who responded to Company's correspondence was facilitated.

Company has appointed Ms. Manjula Ramamurthy, Company Secretary as the Nodal Officer of the Company under the provisions of IEPF, the details of which are available on the website of the Company <https://www.strides.com/investor-iepf.html>.

Additionally, Company has appointed Ms. Shipra Singh, Assistant Manager – Secretarial as a Deputy Nodal Office of the Company under the provisions of IEPF for the purposes of assisting the Nodal Officer of the Company in verification of claims and coordination with the Investor Education and Protection Fund Authority.

5.8.1 Transfer of Dividend and Shares to IEPF during FY25

Details of transfer of Dividend and Shares to IEPF during FY 2024-25 is as under:

FY	Type of Dividend	Dividend declared on	Amount transferred to IEPF (in ₹)	No. of shares transferred to IEPF
2016-17	Final	Sep 15, 2017	16,47,031.50	6978

Shareholders may note that no claim shall lie in respect of the above with the Company.

They may claim the unclaimed dividend and corresponding shares transferred to IEPF by following the procedure prescribed in the IEPF Rules at

<https://www.iepf.gov.in/content/iepf/global/master/Home/Notifications/rules.html>.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

5.8.2 Upcoming transfers to IEPF

Details of upcoming transfers to IEPF is provided hereunder:

Financial Year Ended	Type of Dividend	Dividend Rate	Date of declaration	Due date for transfer to IEPF
March 31, 2018	Final	20%	Sept 24, 2018	Oct 30, 2025
March 31, 2019	Final	30%	July 30, 2019	Sept 4, 2026
March 31, 2020	Interim	120%	July 29, 2019	Sept 3, 2026
March 31, 2020	Final	20%	Aug 20, 2020	Sept 25, 2027
March 31, 2021	Final	25%	Sept 3, 2021	Oct 9, 2028
March 31, 2023	Final	15%	Aug 28, 2023	Oct 3, 2030
March 31, 2024	Final	25%	Sept 25, 2024	Oct 31, 2031

Company has uploaded details of unpaid/ unclaimed amounts lying with the Company and shares that are transferred to IEPF as at March 31, 2025 on the Company's website <https://www.strides.com/investor-iepf.html>.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

5.9 Share transfer system

KFin Technologies Limited (KFin) is the Registrar and Share Transfer Agent (RTA) of the Company. Shareholders may reach out to the Company/ RTA for their queries and activities relating to Shares.

Prohibition of physical transfer of shares

Shareholders to note that effective April 1, 2019, SEBI has barred physical transfer of shares of listed companies and mandated transfers only through demat mode.

In case of any request received from an investor for issue of Duplicate Share Certificate, the Company issues Letter of Confirmation (LOC) as per the SEBI Circular dated December 12, 2024.

Shareholders are not barred from holding shares in physical form. However, for ease of transactions it is recommended that they dematerialize their shares.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

Withdrawal of the requirement of Freezing of Folios

SEBI, vide circular no. SEBI/HO/MIRSD/POD-1/CIR/2023/193 dated December 27, 2023 extended the last date for submission of 'choice of nomination' for demat accounts and mutual fund folios to June 30, 2024 failing which demat accounts/folios shall be frozen for debits.

For ease of compliance and investor convenience, the following has been decided for existing investors/unitholders:

1. Non-submission of 'choice of nomination' shall not result in freezing of Demat Accounts as well as Mutual Fund Folios.
2. Security holders holding securities in physical form shall be eligible for receipt of any payment including dividend, interest or redemption payment as well as to lodge grievance or avail any service request from the RTA even if 'choice of nomination' is not submitted by these security holders.
3. Payments including dividend, interest or redemption payment withheld presently by the Listed Companies/ RTAs, only for want of 'choice of nomination' shall be processed accordingly.

General Information to Members for KYC updation

Shareholders holding shares in electronic form and who have not updated their PAN are requested to submit the details to their depository participant(s).

Shareholders holding shares in physical mode and who have not updated their details as above are requested to furnish the documents/ details, as per the table below, to the Registrar and Transfer Agents M/s. KFin Technologies Limited (Formerly known as KFin Technologies Private Limited) at their earliest convenience:

List of documents required to be furnished by physical Shareholders is provided below:

Particulars	Form
Form for availing investor services to register PAN, email address, bank details and other KYC details or changes/ update thereof for securities held in physical mode	Form ISR-1
Update of signature of securities holder	Form ISR-2
Declaration to opt out Nomination	Form ISR-3
Form for requesting issue of Duplicate Certificate for shares held in physical form	Form ISR-4
Request for transmission of Securities by Nominee or Legal Heir	Form ISR-5
Nomination form	Form SH-13
Cancellation of nomination by the holder(s) (along with ISR-3)/ Change of Nominee	Form SH-14

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

The aforesaid forms can be downloaded from the website of the Company and RTA at:

https://www.strides.com/Shareholders_service_request.html and

<https://ris.kfintech.com/clientservices/isc/isrforms.aspx>

Issue/ Transfer of shares in demat mode

In terms of the SEBI Listing Regulations, securities of listed companies can only be transferred in dematerialized form with effect from April 1, 2019.

Further, as an ongoing measure to enhance ease of dealing in securities by investors, SEBI vide its Circular dated January 25, 2022, has mandated listed companies to issue securities in demat form only, while processing service requests such as transfer, transmission, issue of

duplicate share certificates, renewal/ exchange of share certificates, consolidation of folios etc.

In terms of the Circular,

- Claimant/ Securities Holder shall submit their request in Form ISR-4 (hosted on website of Company and RTA) along with requisite documents and details;
- RTA shall verify the request and documents submitted and thereafter issue a 'Letter of Confirmation' (LoC) in lieu of physical securities certificates to the Claimant/ Securities Holder within 30 days of receipt of such request;

- LoC shall be valid for a period of 120 days from the date of its issuance;
- Claimant/ Securities Holder to make a request to the Depository Participant for dematerializing the said securities;
- In case the Claimant/ Securities Holder fails to submit the demat request within the prescribed period, such shares shall be credited to the Suspense Escrow Demat Account opened with Kotak Securities Limited by the Company.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

5.10 Details of Investor complaints received and resolved during the financial year ended March 31, 2025 are given below

#	Particulars	No. of complaints
1	Investor complaints pending at the beginning of the year	-
2	Investor complaints received during the year	6
3	Investor complaints disposed of during the year	6
4	Investor complaints remaining unresolved at the end of the year	-

6. Listing on Stock Exchanges and Stock Codes

The Company has paid listing fees to both the stock exchanges and there is no outstanding payment as on date of this report. Details of the scrip is as under:

Equity shares of the Company are listed on:

BSE Limited Stock Code / Scrip Code: 532531	National Stock Exchange of India Limited Stock Code / Scrip Code: STAR
Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001.	Exchange Plaza, Bandra-Kurla Complex, Bandra (E), Mumbai – 400 051.

International Securities Identification Number (ISIN) allotted to the equity shares, and Non-Convertible Debentures (unlisted) (NCD) under the Depository System are:

- Listed equity shares: INE939A01011
- NCD: INE939A07018 (NCD is repaid as at March 31, 2025. Cancellation of ISIN is in progress)

7. Distribution of Shareholding as at March 31, 2025

Slab of Shareholding	No. of Shareholders	% to Total Number of Shareholders	No. of Shares	Amount	% of Amount
1 – 5,000	90,302	94.93	55,85,683	5,58,56,830	6.06
5,001 – 10,000	2,245	2.36	16,63,455	1,66,34,550	1.80
10,001 – 20,000	1,132	1.19	16,30,340	1,63,03,400	1.77
20,001 – 30,000	395	0.42	9,93,578	99,35,780	1.08
30,001 – 40,000	192	0.20	6,79,818	67,98,180	0.74
40,001 – 50,000	126	0.13	5,91,606	59,16,060	0.64
50,001 – 1,00,000	271	0.28	19,70,081	1,97,00,810	2.14
1,00,001 and above	462	0.49	7,90,48,153	79,04,81,530	85.77
TOTAL	95,125	100.00	9,21,62,714	92,16,27,140	100.00

8. Shareholding Pattern as at March 31, 2025

#	Category	No. of shares held	% to total shareholding
1.	Indian Promoters/ Promoter Group	2,60,77,845	28.30
Institutions - Domestic			
2.	Mutual Funds	81,92,966	8.89
3.	Banks/ Indian Financial Institutions	9,025	0.01
4.	Insurance companies	27,83,086	3.02
5.	Sovereign Wealth funds	-	-
6.	Shareholding by Companies or Bodies Corporate where Central / State Government is a shareholder	8,125	0.01
7.	NBFCs and Alternate Investment Funds	16,58,322	1.80
Institutions - Foreign			
8.	Foreign Institutional Investors/ Foreign Portfolio Investors	2,61,04,867	28.32
Non-Institutions - Foreign			
9.	Non-Resident Indians/ Foreign Nationals/ Foreign Companies	20,30,067	2.20
Non-Institutions - Domestic			
10.	Bodies Corporate	35,24,999	3.83
11.	Others (including Indian Public, Trust etc.,)	2,17,73,412	23.62
TOTAL		9,21,62,714	100.00

9. Dematerialization of Shares & Liquidity

Company's shares are traded compulsorily in electronic form. We have established connectivity with both the Depositories viz., National Securities Depository Limited (NSDL) and Central Depository Services (India) Limited (CDSL) through the RTA.

As at March 31, 2025, 99.93% of the paid-up share capital of the Company representing 9,20,95,196 shares are in demat form and balance 0.07% representing 67,518 shares of the Company is in physical form.

Shareholders who continue to hold shares in physical form are advised to dematerialize their shares at the earliest. Further, in line with the various SEBI circulars, Shareholders are also requested to update their PAN and Bank details.

Shareholders may contact the RTA at einward.ris@kfintech.com or the Company at investors@strides.com to understand and initiate the process.

10. Governance of Subsidiary Companies

Company has in place policy for Governance of subsidiaries which is drafted in line with the Listing Regulations.

Policy is available at

https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/02/Strides_Policy_for_Governance_of_Subsidiaries.pdf

Minutes of the Board Meetings of the subsidiary companies along with the details of significant transactions and arrangements entered into by the subsidiary companies are shared with the Board of Directors on a quarterly basis.

Details of investments, loans and guarantees, if any, made by subsidiary companies are placed before and reviewed by the Audit Committee of the Company.

11. Governance of Material Subsidiaries

Company has formulated policy for determining material subsidiaries and for transacting with Related Parties, which is uploaded on the website of the Company at

https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/02/Strides_RPT_Policy.pdf

Disclosure requirements pertaining to material unlisted subsidiary companies prescribed under Schedule V of the Listing Regulations, are as under:

#	Name of Material unlisted subsidiary	Date of incorporation	Place of Incorporation	Name of Statutory Auditor	Date of appointment of Statutory Auditor
1.	Strides Pharma Inc., USA	Nov 6, 2013	New Jersey	BSR & Co. LLP, India	June 2, 2022
2.	Strides Pharma Asia Pte Ltd, Singapore	Dec 13, 2011	Singapore	KPMG LLP, Singapore	Oct 27, 2017
3.	Strides Pharma Global, Pte Ltd, Singapore	Aug 21, 2013	Singapore	KPMG LLP, Singapore	Oct 27, 2017
4.	Strides Arcolab International Limited, UK	Nov 10, 2004	England and Wales	MHA Macintyre Hudson, UK	Sep 8, 2006

12. Reconciliation of Share Capital Audit

Company conducts a share capital audit on a quarterly basis in accordance with requirements of Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018.

Reconciliation of Share Capital Audit Report obtained from a Practicing Company Secretary, which has been submitted to the Stock Exchanges within the stipulated period, certifies that the equity shares of the Company held in the dematerialized form and in the physical form confirms to the issued and paid-up equity share capital of the Company.

13. Certificate(s) from Practicing Company Secretaries (PCS)

13.1 Secretarial Audit

M/s. Gopalakrishnaraj H. H. & Associates, a firm of Company Secretaries in practice (Certificate of practice no. 4152) is the Secretarial Auditor of the Company.

Secretarial Audit for FY25, inter alia, included audit of compliance with the Act and the Rules made thereunder, Listing Regulations and applicable Regulations prescribed by SEBI, amongst others.

Secretarial Audit Report does not contain any qualification, observations, reservations or adverse remarks.

The said Report forms part of the Board's Report as an **Annexure**.

13.2 Confirmation on Directors' Non- Disqualification

Secretarial Auditor of the Company has issued a certificate as required under the Listing Regulations confirming that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as director of companies by the SEBI/ Ministry of Corporate Affairs or any such statutory authority.

The certificate is enclosed as **Annexure CG 1** to this Report.

14. Employee Stock Options

Statement giving detailed information on stock options granted to employees under the Strides Employee Stock Option Plan, 2016 as required under the Act and Listing Regulations is annexed to the Board's Report in Page No. 112 to 114.

15. Consolidated fees paid to Statutory Auditors

Fees payable by the Company and its subsidiaries to the Statutory Auditor i.e., BSR & Co. LLP, Chartered Accountants, and all entities in the network firm/ network entity of which the Statutory Auditor is a part for FY25, is ₹ 58.93 Million excluding applicable taxes and out of pocket expenses).

16. Vigil Mechanism/ Whistle Blower policy

Company has a robust vigil mechanism through its Whistle Blower Policy approved and adopted by the Board of Directors of the Company, which is in conformity with the provisions of the Act and Listing Regulations.

The said Policy provides appropriate avenues to the directors, employees and stakeholders of the Company to make protected disclosures in relation to matters concerning the Company.

The Policy aims to:

- allow and encourage stakeholders to bring to the management's notice concerns about unethical behaviour;
- ensure timely and consistent organisational response;
- build and strengthen a culture of transparency and trust; and
- provide protection against victimisation.

The said Policy also establishes adequate mechanism to enable employees to report instances of leak or suspected leak of unpublished price sensitive information.

Audit Committee of the Company oversees implementation of the Whistle Blower Policy.

Every director/ employee of the Company has been provided access to the Audit Committee Chairperson/ Whistle Officer through email/ correspondence address/ by calling designated toll-free number, should they desire to avail the vigil mechanism. During the review period, none of the personnel of the Company has been denied access to the Audit Committee.

During the year, Company has not received any protected disclosure.

Strides' Whistle Blower Policy is available on the Company's website and weblink to access the same is available in Page 156.

17. Strides Insider Trading Policy and UPSI Management

Pursuant to the provisions of SEBI (Prohibition of Insider Trading) Regulations, 2015, as amended from time to time, **Strides has adopted Code of Conduct for Prohibition of Insider Trading (PIT Code/ Code)** in the shares of the Company. The Code is applicable to Designated Persons and their Immediate Relatives/ Relatives and regulates, monitors and reports their trading in securities of the Company.

Annual training is provided to all the Designated Persons to give an insight about the PIT Regulations and compliance requirements to be adhered to.

Violations of the Code are reported internally to the Audit Committee and further reported to the Stock Exchanges in prescribed format.

During the year under review, there were two instances of violations and appropriate actions were taken.

Further, the Company has also adopted 'Code of Practice and Procedure for Fair Disclosure of Unpublished Price Sensitive Information' under the aforementioned SEBI Regulations to ensure timely and comprehensive disclosure of price-sensitive information.

20. Credit Rating

The Company has obtained rating from Care Edge and India Ratings during FY25.

Ratings given by the agencies are as under:

Rating Agency	Date	Type of Instrument	Current Rating	Rating action
Care Edge	July 12, 2024	Long Term Bank Facilities	CARE A; Stable	Assigned
Care Edge	July 12, 2024	Short Term Bank Facilities	CARE A2+	Assigned
India Ratings	March 13, 2025	Non-convertible debentures	IND A+/Stable	Upgraded

The said code is placed on the website of the Company at <https://www.strides.com/cg-corporate-policies.html>

This code is further aligned to Company's Policy for Determination of Materiality of Events and Information for Disclosure to the Stock Exchanges formulated in line with the requirements of Regulation 30 of the Listing Regulations, as amended from time to time.

18. Disclosures in relation to compliance of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 for FY25

The Company has zero tolerance for sexual harassment at workplace and has adopted a Policy on Prevention of Sexual Harassment in line with the requirements of The Sexual Harassment of Women at the workplace (Prevention, Prohibition and Redressal) Act, 2013 (PoSH Act) and Rules framed thereunder. Strides has adopted a gender-neutral policy.

In terms of the PoSH Act, your Company has also constituted Internal Complaints Committee (ICC) to redress complaints received on sexual harassment. Adequate trainings and awareness programmes against sexual harassment are conducted across the organization to sensitize employees to uphold dignity of their colleagues and prevention of sexual harassment.

Disclosures in relation to PoSH instances during FY25 is as under:

Particulars	Remarks
a. number of complaints filed during FY25	Nil
b. number of complaints disposed off during FY25	Nil
c. number of complaints pending as on end of FY25	Nil

19. Commodity price risk

Company is not exposed to any commodity price risk. Details of the Foreign Exchange Risk and Company's hedging activities forms part of the Notes to the Financial Statements.

21. Declaration by Independent Directors

In accordance with Section 149(7) of the Act and Regulation 25(8) of the Listing Regulations, Independent Directors (ID) of the Company have confirmed that they continue to meet the criteria of independence as laid down in Section 149(6) of the Act and Regulation 16(1)(b) of the Listing Regulations.

Independent Directors of the Company have also confirmed that they have complied with the Code for Independent Directors prescribed in Schedule IV of the Act.

In the opinion of the Board, ID of the Company possess necessary expertise, integrity and experience in their respective fields and fulfil the conditions specified in the Listing Regulations and are independent of management.

Further, all the IDs have confirmed that they have registered with the databank of Independent Directors maintained by Indian Institute of Corporate Affairs in accordance with the provisions of Section 150 of the Act.

22. Other Affirmations and Disclosures

a. Company has complied with all the mandatory requirements as prescribed under Listing Regulations including Regulations 17 to 27 and clauses (b) to (i) of sub-regulation (2) of Regulation 46 of Listing Regulations and also a few non-mandatory requirements, as prescribed under Regulation 27(1) of the Listing Regulations.

b. There are no materially significant related party transactions with its promoters, directors or management, their subsidiaries or relatives etc., that may have potential conflict with the interests of the Company.

c. Company has complied with the requirements of the Stock Exchanges, SEBI and other statutory authorities on matters relating to capital markets during the last 3 years.

No penalties or strictures have been imposed on the Company by the Stock Exchange or SEBI or any statutory authorities relating to the above.

d. **Loans and advances in nature of loans to firms/companies in which directors are interested:** Details of the same are disclosed in Note No. 40 of Standalone financial statements of the Company.

e. **Disclosure of certain types of agreements binding listed entities**

In accordance with Regulation 5A of paragraph A of Part A of Schedule III of the Listing Regulations, there are no agreements impacting management or control of the Company or impose any restriction or create any liability upon the Company.

f. **Details of Utilization of Funds Raised through Preferential Allotment or Qualified Institutional Placement as specified under Regulation 32 (7A)**

The Company has not raised any funds through preferential allotment or qualified institutional placement as specified under Regulation 32 (7A) during the financial year 2024-25.

23. Confirmation about discretionary requirements as specified in Part E of Schedule II of Listing Regulations

a. Board

Provision: A Non-Executive Chairman of the Board may be entitled to maintain a Chairman's Office at the company's expense and allowed reimbursement of expenses incurred in performance of his duties.

At Strides: During FY 25, Mr. Arun Kumar was the Executive Chairperson of the Board and was drawing remuneration as approved by Shareholders of the Company.

Effective April 5, 2025, Arun transitioned to the role of Non-Executive Chairperson of the Company and is eligible for Chairman's Office and related expenses as permissible under Listing regulations. Further, as approved by shareholders of the Company Arun is also eligible for Chauffeur driven car for use on Company's business, Telephone facility at residence & One club Membership.

Provision: The listed entities ranked from 1,001 to 2,000 as per the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 shall endeavor to have at least one woman independent director on its board of directors.

At Strides: As at March 31, 2025, Strides has Two Women Independent Directors on its Board. Hence, the requirement is satisfied.

b. Shareholder Rights

Provision: A half-yearly declaration of financial performance including summary of the significant events in the last six months, may be sent to each household of shareholders.

At Strides: Company has not adopted the said practice.

Quarterly results as approved by the Board along with Press Release issued by the Company is disseminated to the Stock Exchanges where the Company is listed and uploaded on the website of the Company as well.

c. Modified opinion(s) in Audit report

Provision: Listed entity may move towards a regime of financial statements with unmodified audit opinion.

At Strides, Audit Report for FY25 is Unmodified.

d. Separate posts of Chairperson and the Managing Director or the Chief Executive Officer

Provision: Listed entity may appoint separate persons to the post of the Chairperson and the Managing Director (MD) or Chief Executive Officer (CEO), such that the Chairperson shall be a Non-Executive Director and not be related to MD/ CEO as per the definition of the term 'relative' defined under the Act.

At Strides, upon successful completion of the business reset and the outcomes thereof, Board of Directors of the Company, pursuant to recommendation of Nomination & Remuneration Committee in their meeting held on May 22, 2024, unanimously approved elevation of Mr. Badree Komandur, as Managing Director & Group CEO of the Company effective June 1, 2024, as part of the comprehensive succession plan.

Mr. Arun Kumar continued to be the Executive Chairperson of the Company effective June 1, 2024, thereby segregating the role of Chairperson and Managing Director.

Further, in continuation to the re-organization and transition of executive responsibilities to Badree and Leadership team, Mr. Arun Kumar was appointed as Non-Executive Director and Chairperson of the Board effective April 5, 2025.

Chairperson & Managing Director are not related to each other.

e. Reporting of Internal Auditor

Provision: Internal Auditor may report directly to the Audit Committee

At Strides, this provision is adopted. Internal Auditor of the Company directly reports to the Audit Committee.

f. Independent Directors

Provision: The independent directors of top 2000 listed entities as per market capitalization shall endeavor to hold at least two meetings in a financial year, without the presence of non-independent directors and members of the management and all the independent directors shall endeavor to be present at such meetings.

At Strides: Independent Directors held two meetings on May 22, 2024 and January 30, 2025 without the presence of non-independent directors and members of the management.

All the independent directors were present at the meetings.

g. Risk Management

Provision: Listed entities ranked from 1,001 to 2,000 in the list prepared by recognized stock exchanges in terms of sub-regulation (2) of regulation 3 may constitute a risk management committee with the composition, roles and responsibilities specified in regulation 21.

Strides' Risk Management Committee during FY25 comprised of 9 members comprising of Board & Management Members as under:

- 4 Independent Directors,
- 2 Executive Directors,
- 2 from Senior Management and
- a Chief Risk Officer.

The Chairperson of the Risk Management Committee is an Independent Director.

In the Board Meeting held on January 30, 2025, Strides' Risk Committee was reconstituted and the current structure is as under:

- 5 Independent Directors,
- 2 Executive Directors and
- a Chief Risk Officer

Chairperson of the Risk Management Committee continues to be an Independent Director.

Further, 5 identified management members of the Company are permanent invitees to the Committee meetings.

24. Code of Conduct

Company has adopted Code of Conduct and Ethics (**Code**) for all the Directors (including Independent Directors) and Employees (including Senior Management Personnel).

All Board Members and Senior Management Personnel have confirmed compliance with the Code for the period under review.

A declaration to this effect signed by the Managing Director of the Company is attached as **Annexure CG 2** to this Report.

Manufacturing facilities as at the date of this report

#	Locations	Approvals
India		
1.	Strides Pharma Science Limited KRS Gardens, No.36/7, Suragajakkanahalli, Anekal Taluk, Bengaluru – 562 106.	US FDA, MHRA, TGA, ANVISA, IGJ, NDA, PPB & WHO- Geneva, Health Canada, MCAZ & TMDA
2.	Strides Pharma Science Limited PIMS Road, Periyakalapet, Puducherry – 605 014.	USFDA, MHRA, WHO-Geneva, OGYEI & TGA
3.	Strides Pharma Science Limited #19/1,19/3, Chandapura, Anekal Taluk, Bengaluru – 560 099.	TGA
4.	Strides Pharma Science Limited, Plot No. 101, 102, 107, 108 & 153, SIDCO Pharmaceutical Complex, Alathur, Chengalpattu, Tamil Nadu, India -603110.	USFDA
Overseas		
5.	Strides Pharma Inc, USA 1 Ram Ridge Road, Chestnut Ridge, NY 10977, USA.	USFDA
6.	Beltapharm S.R.L, Italy 20095 Cusano ML, Via Stelvio, 66, Italy.	EU-AIFA, Italy
7.	Universal Corporation Limited, Kenya (UCL) Club Road, Past Post Office, Plot No. 13777, P.O. Box 1748 – 00902, Kikuyu Town, Kenya. (UCL is an Associate company of the Group effective September 30, 2022)	WHO

Key co-ordinates for easy reference of stakeholders:

1. Address of Registered office and Corporate office

Registered Office*:

'Cyber One', Unit No. 902,
Plot No - 4 & 6, Sector 30A
Vashi, Navi Mumbai,
Maharashtra - 400703
Tel. No.: +91-22-2789 2924
e-mail id: investors@strides.com

**Effective February 1, 2025, the Company has shifted its Registered office from "201, Devavrata, Sector 17, Vashi, Navi Mumbai – 400 703" to "Cyber One, Unit No. 902, Plot No. 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703.*

Corporate Office:

Strides House, Bilekahalli, Bannerghatta Road,
Bengaluru – 560 076
Tel. No.: +91 80 6784 0000/ 0738
e-mail id: investors@strides.com

2. Investor Relations/ Corporate Communications Team

Saurabh Ambaselkar
General Manager - Investor Relations
e-mail id: saurabh.ambaselkar@strides.com

Pallavi Panchmatia
AVP – Corporate Communication
Tel. No.: +91 80 6784 0193
e-mail id: pallavi.panchmatia@strides.com

PR Consultancy

Adfactors PR
Janhavi Bellare : +91 93228 54508
e-mail id : janhavi.bellare@adfactorspr.com

3. Compliance officer under the Listing Regulations and Nodal Officer under IEPF

Ms. Manjula Ramamurthy
Company Secretary & Compliance Officer
Tel. No.: +91 80 6784 0734
Fax No.: +91 80 6784 0700
e-mail id: manjula.r@strides.com

4. Registrar and Transfer Agent

KFin Technologies Limited,
(Formerly, KFin Technologies Private Limited),
Selenium Tower B, Plot No. 31 & 32, Financial District, Nanakramguda,
Serilingampally Mandal, Hyderabad – 500 032
Toll Free No.: 1-800-309-4001
e-mail id: einward.ris@kfintech.com
Website: <https://www.kfintech.com/>
<https://ris.kfintech.com/>

Contact Persons:

Ms. Rajitha C, Vice President
Mr. Mohan Kumar A, Senior Manager

List of Corporate Policies and weblink for the same

Particulars	Website Details/ links
Board Diversity Policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2024/2 Board diversity Policy May 2024.pdf
Dividend Distribution Policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2020/dividend distribution policy.pdf
Archival Policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/03/2 Strides Policy for Preservation of Documents Jan 2025.pdf
Policy for determination of Materiality of Events & Information	https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/04/Strides Materiality Policy Apr 2025.pdf
Strides' Code of Conduct	https://www.strides.com/pdf/Committees%20of%20the%20Board/2024/CoC Strides May%2022,%202024.pdf
Familiarisation Programmes for NED	https://www.strides.com/pdf/Committees%20of%20the%20Board/2023/Familiarisation Programme IDs FY 23-24.pdf
Remuneration policy of Directors, KMP & Sr. Mgt	https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/01/Strides NRC Policy effective Jan 30 2025.pdf
Policy of Related Party Transactions	https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/02/Strides RPT Policy.pdf
Policy for Governance of Subsidiaries	https://www.strides.com/pdf/Committees%20of%20the%20Board/2025/02/Strides Policy for Governance of Subsidiaries.pdf
Whistle Blower policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2024/Strides Whistle Blower Policy July 2024.pdf
Code of practices and procedure for Fair disclosures of UPSI	https://www.strides.com/pdf/Committees%20of%20the%20Board/2023/Strides Code of Fair disclosure of UPSI Aug 2 2023.pdf
Risk Management policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2020/strides risk management policy may 2020.pdf
Business Continuity Policy	https://www.strides.com/pdf/2024/Strides%20BCP%20policy 30012024.pdf
Corporate Social Responsibility Policy	https://www.strides.com/pdf/Committees%20of%20the%20Board/2022/csr_policy.pdf
Anti Bribery Anti Corruption Policy	https://www.strides.com/pdf/sustainability/Strides AntiBriberyanticorruptionpolicy.pdf
Human Rights Policy	https://www.strides.com/pdf/sustainability/Strides Human Rights Policy.pdf
Vendors Code of Conduct	https://www.strides.com/pdf/sustainability/Strides Vendor Code of conduct.pdf

For and on behalf of the Board of Directors
Arun Kumar

Non-Executive Director &
Chairperson of the Board

DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025

Place: Bengaluru

**Annexure CG 1****CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS**

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,

The Members of

Strides Pharma Science Limited

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of Strides Pharma Science Limited, holding CIN: L24230MH1990PLC057062, and having Registered Office at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703, India, and Corporate Office at 'Strides House', Bilekahalli, Bannerghatta Road, Bengaluru - 560 076, Karnataka, India, (hereinafter referred to as 'the Company'), produced before us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C sub-clause 10 (i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company and its officers, we hereby certify that none of the Directors on the Board of the Company, for the financial year ended on March 31, 2025, 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 Authorities.

Ensuring eligibility for appointment/ continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For **Gopalakrishnaraj H H & Associates**
Company Secretaries

Gopalakrishnaraj H H
Proprietor

FCS: 5654; CP: 4152

Firm No.: S2010KR129900

PR: 945/2020

UDIN: F005654G000400158

Place: Bengaluru

Date: May 21, 2025

Annexure CG 2**Declaration of Compliance with the Code of Conduct for the
Financial Year ended March 31, 2025**

I hereby confirm that the Company has received affirmation as to compliance with Company's Code of Conduct for the Financial Year ended March 31, 2025 from the Board of Members and Senior Management Personnel.

For and on behalf of the Board of Directors

Badree Komandur

Managing Director & Group CEO

DIN: 07803242

Place: Bengaluru

Date: May 15, 2025

INDEPENDENT AUDITORS' CERTIFICATE ON COMPLIANCE WITH THE CORPORATE GOVERNANCE REQUIREMENTS UNDER SEBI (LISTING OBLIGATIONS AND DISCLOSURE REQUIREMENTS) REGULATIONS, 2015

TO THE MEMBERS OF STRIDES PHARMA SCIENCE LIMITED

1. This certificate is issued in accordance with the terms of our engagement letter dated 20 September 2022 and addendum to the engagement letter dated 12 June 2024.
2. We have examined the compliance of conditions of Corporate Governance by Strides Pharma Science Limited ("the Company"), for the year ended 31 March 2025, as stipulated in regulations 17 to 27, clauses (b) to (i) of regulation 46(2) and paragraphs C, D and E of Schedule V of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 as amended from time to time ("Listing Regulations") pursuant to the Listing Agreement of the Company with Stock Exchanges.

Management's Responsibility

3. The compliance of conditions of Corporate Governance as stipulated under the listing regulations is the responsibility of the Company's Management including the preparation and maintenance of all the relevant records and documents. This responsibility includes the design, implementation and maintenance of internal control and procedures to ensure the compliance with the conditions of Corporate Governance stipulated in the Listing Regulations.

Auditors' Responsibility

4. Our examination was limited to procedures and implementation thereof, adopted by the Company for ensuring the compliance of the conditions of the Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.
5. Pursuant to the requirements of the Listing Regulations, it is our responsibility to provide a reasonable assurance whether the Company has complied with the conditions of Corporate Governance as stipulated in Listing Regulations for the year ended 31 March 2025.
6. We conducted our examination of the above corporate governance compliance by the Company in accordance with the Guidance Note on Reports or Certificates for Special Purposes (Revised 2016) and Guidance Note on Certification of Corporate

Governance both issued by the Institute of the Chartered Accountants of India (the "ICAI"), in so far as applicable for the purpose of this certificate. The Guidance Note requires that we comply with the ethical requirements of the Code of Ethics issued by the ICAI.

7. We have complied with the relevant applicable requirements of the Standard on Quality Control (SQC) 1, Quality Control for Firms that Perform Audits and Reviews of Historical Financial Information, and Other Assurance and Related Services Engagements.

Opinion

8. In our opinion and to the best of our information and according to the explanations given to us, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the above-mentioned Listing Regulations.
9. We state that such compliance 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.

Restriction on use

10. The certificate is addressed and provided to the Members of the Company solely for the purpose of enabling the Company to comply with the requirement of the Listing Regulations and should not be used by any other person or for any other purpose. Accordingly, we do not accept or assume any liability or any duty of care for any other purpose or to any other person to whom this certificate is shown or into whose hands it may come without our prior consent in writing.

For **B S R & Co LLP**
Chartered Accountants
Firm's Registration No. 101248W/W – 100022

G Prakash
Partner

Membership No: 099696
ICAI UDIN: 25099696BMOOJP8676

Place: Bengaluru
Date: June 27, 2025

Business Responsibility and Sustainability Report

Section A: General Disclosures

Details of the listed entity:

S. No.	Question	Response
1.	Corporate Identity Number (CIN) of the Entity	L24230MH1990PLC057062
2.	Name of the Listed Entity	Strides Pharma Science Limited ("Strides" / "Company")
3.	Year of Incorporation	1990
4.	Registered Office Address	'Cyber One', Unit No. 902, Plot No. 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703, India
5.	Corporate Office Address	Strides House, Bilekahalli, Bannerghatta Road, Bangalore – 560 076
6.	E-mail	investors@strides.com
7.	Telephone	+91 80 6784 0290
8.	Website	www.strides.com
9.	Financial Year for which report is being done	FY 2024-25
10.	Name of the Stock Exchange(s) where shares are listed	The National Stock Exchange of India Limited (NSE) BSE Limited (BSE)
11.	Paid-up Capital (₹.)	92,16,27,140
12.	Name and contact details (telephone, email) of the person who may be contacted in case of queries on the BRSR report	Ms. Sormistha Ghosh Group General Counsel, Chief Risk & Sustainability officer Ph: +91 80 6784 0290 Email: investors@strides.com
13.	Reporting Boundary (Standalone or Consolidated basis)	Financial disclosures – For Strides, on a standalone basis Other disclosures - For Strides and its Wholly owned Subsidiary based in India, i.e., Arco Lab Private Limited ("Arcolab")
14.	Name of assurance provider	Not applicable
15.	Type of assurance obtained	Not applicable

Products and Services:

16. Details of business activities (accounting for 90% of the turnover):

S. No.	Description of Main Activity	Description of Business Activity	%Turnover of the entity
1.	Manufacturing	Chemical and chemical products, pharmaceuticals, medicinal chemical, and botanical products	100%

17. Product/ Services sold by the entity (accounting for 90% of the entity's turnover):

S. No.	Product/ Service	NIC Code	%of total turnover contributed
1.	Manufacturing	21002	100%

Operations:
18. Number of locations where plants and/or operations/ offices of the entity are situated:

Location	Number of Plants	Number of Offices	Total
National	5	2	7
	- Bangalore, Karnataka: 2 facilities & 1 R&D Centre; - Puducherry: 1 facility; - Alathur, Tamil Nadu: 1 facility	- Registered office at Navi Mumbai, Maharashtra; - Corporate office at Bangalore, Karnataka	
International*	3	8	11
	- USA- 1 facility - Italy- 1 facility - Kenya- 1 facility^	US UK Singapore South Africa Italy Canada Switzerland Kenya^	

*: Plants and offices are of step-down subsidiaries

^: Universal Corporation Limited was a subsidiary of Strides up to September 30, 2022. Effective September 30, 2022, it is an Associate Company of Strides.

19. Markets Served by the Entity:
a. Number of Locations:

Location	Number
National (No. of States)	0*
International (No. of Countries)	106

*The Company doesn't market products in India

b. What is the contribution of exports as a percentage of the total turnover of the entity?

95.22%, on a standalone basis ("Total turnover" considered for the calculation includes other income)

c. A brief on types of Customers

Strides' customers include wholesalers, large pharmacy chains, global donor-funded institutions, regional government bodies through MOH/Govt tender and large pharmaceutical companies.

Employees:
20. Details as at the end of Financial Year 2024-25
a. Employees and Workers

Employees (including differently abled)						
Sl No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
1.	Permanent Employees	2,245	1,690	75%	555	25%
2.	Other than Permanent Employees	315	238	76%	77	24%
3.	Total Employees (1+2)	2,560	1,928	75%	632	25%

Note:

"Permanent Employee" includes all permanent employees on rolls of the Company and its Wholly owned Subsidiary in India, viz., Arcolab

"Other than Permanent Employee" includes all individuals hired through third party vendors

Workers (including differently abled)						
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
4.	Permanent Workers	1,056	981	93%	75	7%
5.	Other than Permanent Workers	1,560	946	61%	614	39%
6.	Total Workers (4+5)	2,616	1,927	74%	689	26%

Note:

"Permanent Worker" includes all operators on the rolls of the Company and its wholly owned subsidiary in India, viz., Arcolab.

"Other than Permanent Worker" includes those workers who are hired for contingent work and those who provide ancillary services; these workers are deployed in the company through third party vendors.

b. Differently abled Employees and Workers

Differently Abled Employees						
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
1.	Permanent Employees	2,245	0	0.00%	0	0.0%
2.	Other than Permanent Employees	315	0	0.0%	0	0.0%
3.	Total Employees (1+2)	2,560	0	0.00%	0	0.0%

Differently Abled Workers						
Sl. No.	Particulars	Total (A)	Male		Female	
			Number (B)	Percentage (B/A)	Number (B)	Percentage (B/A)
4.	Permanent Workers	1,056	0	0.00%	0	0.0%
5.	Other than Permanent Workers	1,560	0	0.00%	0	0.0%
6.	Total Workers (4+5)	2,616	0	0.00%	0	0.0%

21. Participation/ Inclusion/ Representation of Women

	Total (A)	Number of Female (B)	Percentage (B/A)
Board of Directors	8	2	25%
Key Management Personnel (KMP)	5	1	20%

Note 1: During the period under review, Strides had three whole-time directors, who were also classified as KMP;

Note 2: Effective April 5, 2025, Mr. Arun Kumar is re-appointed as Non-Executive Director. He continues to be the Chairperson of the Board of Directors of the Company;

Note 3: Post re-designation of Mr. Arun Kumar, Strides has two whole-time directors, who are classified as KMP along with Group CFO and Company Secretary.

22. Turnover rate for permanent employees and workers:

	FY 2024-25			FY 2023-24			FY 2022- 23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	14.3%	4.4%	18.7%	15%	4%	19%	28%	7%	35%
Permanent Workers	1.4%	0.1%	1.5%	1%	0%	1%	1%	0.1%	1%

Note: Percentage calculated is on "Total Permanent Employees" and "Total Permanent Workers" for respective heads

Holding, Subsidiary and Associate Companies (including joint ventures):
23. Names of holding/ subsidiary/ associate companies/ joint ventures

S. No.	Name of the holding/ subsidiary/ associate company/ joint venture	Is it a holding/ Subsidiary/ Associate/ Joint Venture	% of shares held by listed entity	Does the entity participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
The details of the holding/ subsidiary/ associate/ joint venture companies are provided in Form No AOC-1, which is an annexure to the Board's Report. Refer page 108 of the annual report.				

24. CSR Details:

(i) **Whether CSR is applicable as per Section 135 of Companies Act, 2013**

Applicable for Strides. Details of CSR activities undertaken are provided as an Annexure to the Board's Report. Refer page 117 of the annual report.

(ii) **Turnover (in ₹ Million)**

₹ 21,856.11 (on a standalone basis)

(iii) **Net Worth (in ₹ Million)**

₹ 27,478.84 (on a standalone basis)

Transparency and Disclosures Compliances:

25. Complaints/ Grievances on any of the principles (1-9) under the National Guidelines on Responsible Business Conduct:

Stakeholder Group	Grievance Redressal Mechanism in place (Y/N)	Financial Year 2024-25			Financial Year 2023-24		
		Number of complaints filed	Number of complaints pending at close of year	Remarks	Number of complaints filed	Number of complaints pending at close of year	Remarks
Communities	Refer Note below	-	-	No complaints	-	-	No complaints
Investors (Other than shareholders)	Yes	-	-	No complaints	-	-	No complaints
Shareholders	Yes	6	-	-	16	0	-
Employees and Workers	Yes	1	0	-	4	0	-
Customers	Yes	368	67**	Complaints tracked as per SOP	269	52***	Complaints tracked as per SOP
Value Chain Partners	Yes	-	-	No complaints	0	0	No complaints

Note – The Company's CSR team engages proactively with relevant stakeholders, including panchayat members, to initiate appropriate actions as needed. Feedback is regularly sought from beneficiaries to ensure that services provided align with their needs and expectations. Additionally, all pertinent issues are discussed and addressed through the Arogyadhama Advisory Committee, which comprises panchayat representatives. This collaborative approach fosters trust and enhances credibility within the beneficiary community.

*As of April 25, 2025, 34 complaints are closed, and for 33 complaints, investigations are in-progress;

**All 52 complaints are closed as of November 2024.

26. Overview of the entity's material responsible business conduct issues

Strides undertook its first Materiality Assessment in during December 2023 to determine ESG issues most critical to the Company's operations. This assessment was conducted in consultation with a number of Company's key stakeholders. As a result of the assessment, material topics were organized under 7 themes.

Based on the above assessment and the Company's risk management framework, a few important issues have been highlighted below:

#.	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
1.	Product Quality & Pharmacovigilance	Risk	As a pharmaceutical Company, we are highly vulnerable to product quality and safety concerns. Hence, it is imperative to address risks associated with product quality and operational safety	a) Ensure continued and strict compliance with global quality standards and protocols and the applicable local regulatory requirements. b) Provide for robust and centralized pharmacovigilance systems with thorough Standard Operating Procedures (SOPs) to ensure effective monitoring and reporting of adverse events. c) Regular investment in technological advancement, training programs on current Good Manufacturing Practices (cGMP), automation, digitalization, and employee skill development. d) Undertake detailed and regular quality assessments of third-party suppliers. e) Implement measures to protect our brand (intellectual property and trademarks) and combat counterfeiting, for ensuring the authenticity of our products in the market.	Negative: Significant concerns with product safety and quality could lead to recalls and regulatory alerts, temporarily impair business operations, and harm our reputation and brand. It could also result in legal repercussions, fines, and penalties.

#.	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
2.	Human Rights	Risk	Risk: Without proper safeguards for employee human rights protections, the company will lose reputation and credibility in the market and potentially see a drop in revenues.	The Company is conducting a third party Human Rights Impact Assessment for its operations understand the salient risk that the stakeholder is most susceptible to. The assessment will also measure the severity and likelihood of identified risk and measures to mitigate risks. The Company also has a “Human Rights” Policy in place and carried out Human Rights Due Diligence. Basis the outcome, mitigation & remediation plans are developed across business operations.	Negative: Violation of human rights has a significant impact on the company’s credibility and can lead to harsh penalties, litigation and a significant dent on stakeholder confidence.
3.	Responsible Business & Code of Conduct	Risk & Opportunity	Risk: Failure to maintain and uphold the highest standards of corporate governance and business ethics could result in regulatory consequences as well as financial and reputational damage Opportunity: Compliance and alignment with ethical and responsible governance practices and standards will result in the sustainable creation of long-term value for all stakeholders	a) Consistent and regular engagement with regulatory agencies in all our markets, to ensure compliance and reduce any possibility of non-compliance. b) Focused and regular training is provided to all employees to ensure strict compliance with the Company’s Code of Conduct. c) Strong focus is also given to quality control at all operational locations to maintain cGMP.	Positive: The Company’s Commitment to ethical and responsible business practices and continual regulatory compliance will be positively regarded by stakeholders, enhancing our reputation as an ethical corporate citizens. Negative: Non-compliance with regulatory standards may adversely affect the Company’s reputation and long-term business continuity.

#.	Material Issue Identified	Indicate whether Risk or Opportunity	Rationale for identifying the Risk/ Opportunity	In case of Risk, approach to adapt or mitigate	Financial Implications of the Risk or the Opportunity
4.	Geopolitical Instability	Risk	Risk: The complex environment in which we operate results in uncertainties arising from geopolitical instability, trade sanctions, inflation in commodity prices, as well as transportation costs and ever evolving and intricate compliance requirements. We witnessed a global push on self-reliance, in the countries where we export products. The above uncertainties have a bearing on business value and growth, cash flow cycle, repatriation of funds, disruption in the supply chain, increased costs and foreign exchange volatility.	Strides adopt a proactive, multi-faceted approach to risk mitigation, emphasizing supply chain resilience, financial stability, and strategic adaptability in the face of global uncertainties. • Diversify the supply chain to reduce dependency on high-risk geographies; • Explore local manufacturing options and partnerships with domestic suppliers; • Implement import substitution strategies where feasible; • Utilize cross-functional teams to evaluate and execute supply chain changes; • Employ financial hedging mechanisms to manage currency risks; • Secure receivables through advance payments or letters of credit; • Balance risk mitigation with quality assurance and regulatory compliance; • Monitor geopolitical developments and adjust strategies accordingly	Negative: Climate risks can lead to increased operational costs due to the need for adaptation measures, such as investing in resilient infrastructure and implementing eco-friendly technologies. Additionally, regulatory compliance costs may rise, while potential disruptions to the supply chain could impact production schedules and revenue streams, affecting Strides' financial performance and profitability
5.	Digital Transformation	Opportunity	Harnessing digital technology to enhance operational efficiency and quality management presents a significant opportunity for the company. This entails implementing digital initiatives to seamlessly integrate supply chains and enhance operational processes, thereby increasing adaptability and responsiveness.	a. To enhance drug production precision and significantly reduce error rates, we leverage a plethora of technologies such as digitalization, business analytics, business intelligence, Robotic Process Automation (RPA), virtual reality tools. b. Quality Control labs employ advanced techniques like HPLC, GC, and HRMS for thorough sample testing and analysis. The company uses a specialized system (LIMS) to document these analyses and integrate with other systems, ensuring product quality and regulatory compliance. c. Employee Training and Development are carried out through digital platforms & LMS systems.	Positive: Digitization has the potential to boost sales, productivity, and employment, consequently influencing the company's performance and differentiating it from its competitors.

Section B: Management and Process Disclosures

Disclosure Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
Policy and Management Processes									
1. a. Whether your entity's policy/ policies cover each principle and its core elements of the NGRBCs.	Yes	Yes	Yes	Yes	Yes	Yes	NA	Yes	Yes
b. Has the policy been approved by the Board?	The policies/ procedures are approved by the functional heads, and few of them have been approved/ ratified/ adopted by the Board/ Board Committees, as required.								
c. Web Link of the policies, if available	Few of the policies are available on the website of the Company at Strides Corporate Policies ; and; Strides Sustainability Additionally, some of them are available on the Intranet portal of the Company, which is accessible only to the employees.								
2. Whether the entity has translated the policy into procedures?	Yes								
3. Do the enlisted policies extend to your value chain partners?	The Company has a "Vendor code of conduct," which vendors are expected to adhere to. Weblink of the policy - Strides' Vendor Code of Conduct								
4. Name of the national and international codes/ certifications/labels/standards (e.g., Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustee) standards (e.g., SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.	Strides Pharma Science Limited, India • KRSG - ISO 14001:2015 & ISO 45001:2018; • Puducherry, Chandapura, Alathur, R&D – ISO 14001:2015; • Strides is a signatory to the United Nations Global Compact Arco Lab Private Limited, India (WoS of Strides) • ISO 27001 certified; • ISO 27701 certified								
5. Specific commitments, goals, and targets set by the entity with defined timelines, if any.	Kindly refer page 14 to 16 of our FY24 Sustainability Report, available at Strides' FY24 Sustainability Report								
6. Performance of the entity against the specific commitments, goals, and targets along with reasons in case the same are not met.	Key achievements against the commitments are briefed below – - Board Diversity - During FY25, gender diversity of the Board increased to 25% (2 out of 8 Directors are woman director); - Board Independence - Effective April 5, 2025, ~62% of the Board Members are Independent (5 out of 8 Directors are Independent); - Product Quality - No Class I recalls during the year; - Sustainable Procurement - During FY25, the Company carried out supplier assessments on Sustainability for 33 critical suppliers accounting for 63.3% of our total procurement value; - Sustainable Procurement - During FY25, the Company conducted two (2) Supplier Capacity Building Workshops on ESG-related topics, which were cumulatively attended by 68% of the Company's vendors for APIs, excipients, and packaging materials; - Carbon Reduction - Strides Pharma UK Ltd, a step down wholly owned subsidiary of the Company has committed to achieving net zero emissions by 2045 when they plan to have reduced their emissions by 90% - SPUK's Carbon Reduction Plan - Corporate Social Responsibility Initiatives – Refer page 68 of the Annual Report. Our forthcoming Sustainability Report for FY 25 will provide further details.								

Governance, leadership, and oversight

7. Statement by the director responsible for the business responsibility report, highlighting ESG related challenges, targets, and achievements - Please refer to Founder & Non-Executive Chairperson's Message in page 16 of the annual report. Further details are also explained in Message from the Managing Director & Group CEO and ESG and Sustainability at Strides in page 18 and 60 of the annual report respectively.

8. Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies)

Name: Mr. Badree Komandur

Designation: Managing Director and Group CEO

Email: investors@strides.com

9. Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues?

Yes, Risk Management Committee (RMC)* of the Company, under guidance of the Board of Directors is responsible to periodically review Environmental, Social and Governance (ESG) initiatives and reporting of the Company.

*Effective May 22, 2025, RMC committee's terms of reference has been broadened to specifically include Sustainability; the Committee has been accordingly renamed to Risk Management & Sustainability 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	Policies and procedures are periodically reviewed by the Board/ Board Committees/ Heads, as and when applicable.																	
Compliance with statutory requirements of relevance to the principles, and rectification of any non-compliances	Compliance with statutory requirements is reviewed by the Managing Director & Group CEO of the Company on periodic basis.									Annually Periodically								

11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency?

Questions	P1	P2	P3	P4	P5	P6	P7	P8	P9
	During FY25, the Company underwent an independent assessment by EcoVadis. Additionally, the Company has also undergone multiple customer audits, and an independent audit/ assessment on Governance, Risk Management, Environment, Health & Safety and Labour practices.								

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 principles material to its business									
The entity is not at a stage where it is able to formulate and implement the policies on specified principles									
The entity does not have the financial or human and technical resources available for the task									
It is planned to be done in the next financial year									
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 Indicators

1. Percentage coverage by training and awareness programmes on any of the Principles during FY 2024-25:

Segment	Total number of training and awareness programs held	Topics/ Principles covered under training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors of Strides	11	Awareness programmes for members of the Board of Directors and KMPs of the Company are conducted on a periodic basis where updates are provided on various topics including developments in the Company, risks, compliance & governance matters, fiduciary duties of a director and their responsibility towards stakeholders, amongst others. Essence of the programme also covers importance of the principles in making decisions that benefit the organisation and society at large, thereby stressing importance of regularly reporting on Company's progress in these areas to ensure continuous improvement.	100%
Key Managerial Personnel of Strides	11		100%
Employees other than BoD and KMPs	110	Code of Conduct and Anti Bribery; EHS	98%
Workers	110		98%

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 FY 2024-25

Monetary				
NGRBC Principle	Name of the Regulatory/ enforcement agencies/ judicial institutions	Amount (in ₹.)	Brief of Case	Has an appeal been preferred?
Penalty/ Fine		Nil		
Settlement		Nil		
Compounding Fee	Reserve Bank of India, Foreign Exchange Department	1,51,00,000	In terms of the erstwhile Consolidated FDI Policy, Company had sought approval from the Department of Pharmaceuticals (DOP) during November 2017, for grant of ESOPs to a Non-Resident Employee and related exercise of stock options. While DOP granted the approval, one of the conditions of such approval was to maintain certain level of R&D expenditure over a period of five years commencing from 2017-18 upto 2021-22. While the Company met the condition for year 1, for subsequent years there was a short-fall in maintaining the prescribed R&D spend.	No

NGRBC Principle	Name of the Regulatory/ enforcement agencies/ judicial institutions	Monetary		Has an appeal been preferred?
		Amount (in ₹.)	Brief of Case	
			DOP upon review of the compliance conditions, directed the Company to compound the matter with RBI, vide its Order dated January 1, 2024. RBI has reviewed our application and has pronounced Order for Compounding on September 17, 2024. RBI in their Order directed the Company to pay a sum of ₹ 1.51 Crores towards compounding of the above matter. The said amount was paid by the Company on September 27, 2024, and RBI has issued a certificate dated October 9, 2024 confirming closure of this matter.	
Imprisonment		Nil		
Punishment				

3. Of the instances disclosed in Question 2, above detail 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	Nil

4. Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide web-link to the policy.

Yes, the policy is available on our website at Strides' [Anti Bribery and Anti Corruption policy](#).

5. Number of Directors/ KMPs/ employees/ workers against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption:

	FY2024-25	FY2023-24
Directors		
Key Managerial Personnel (KMPs)		
Employees	None	
Workers		

6. Details of complaints with regard to conflict of interest:

	FY2024-25		FY2023-24	
	Number	Remark	Number	Remark
Number of complaints received in relation to issues of Conflict of Interest of the Directors				
Number of complaints received in relation to issues of Conflict of Interest of the KMPs		None		

7. Provide details of any corrective action taken or underway on issues related to fines/ penalties/ action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.

Nil

8. Number of days of accounts payables (Accounts payable *365) / Cost of goods/services procured

	FY2024-25	FY2023-24
Number of days of accounts payables	123	136

9. Openness of business- Details of concentration of purchases and sales with trading houses, dealers, and related parties along-with loans and advances & investments, with related parties

Parameters	Metrics	FY2024-25	FY2023-24
a. Concentration of Purchases	a. Purchases from trading houses as % of total purchases	-	-
	b. Number of trading houses where purchases are made from	-	-
	c. Purchases from top 10 trading houses as % of total purchases from trading houses	-	-
b. Concentration of Sales	a. Sales to dealers / distributors as % of total sales	-	-
	b. Number of dealers / distributors to whom sales are made	-	-
	c. Sales to top 10 dealers / distributors as % of total sales to dealers / distributors	-	-
c. Share of RPTs in:	a. Purchases (Purchases with related parties / Total Purchases)	25.69%	16.04%
	b. Sales (Sales to related parties / Total Sales)	82.34%	78.88%
	c. Loans & advances (Loans & advances given to related parties / Total loans & advances)	43.85%	41.25%
	d. Investments (Investments in related parties / Total Investments made)	99.65%	99.74%

Leadership Indicators

1. Awareness programmes conducted for the value chain partners on any of the Principles during FY 2024-25:

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
During FY25, the Company conducted two (2) Supplier Capacity Building Workshops on ESG-related topics (which also align with NGRBC Principles), which were cumulatively attended by 68% of the Company's vendors for APIs, excipients, and packaging materials.		

2. Does the entity have processes in place to avoid/ manage conflict of interests involving members of the Board?

Yes, the Company's "[Code of Conduct & Ethics](#)" and "[Policy for governance of Related Party Transactions](#)", as available in the Company's website are applicable to the Board Members.

Principle 2:

Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively

	FY 2024-25	FY 2023-24	Details of improvements in environmental and social impacts
R&D	100%	100%	Spent focused on improving the environmental and/ or social impacts of products and processes.
Capex	6.03%	9.77%	Spent focused on improving the environmental and/ or social impacts of products and processes.

2. Does the entity have procedures in place for sustainable sourcing? If “Yes”, what percentage of inputs were sourced sustainably?

Strides’ Vendor Code of Conduct reflects the company’s commitment to sustainable sourcing. The Policy, which all suppliers and business partners are required to adhere to details the expectations of the company from suppliers with respect to issues like Human Rights, Environmental Sustainability and Health and Safety.

100% of the Company’s API, Excipients and packing materials are sourced sustainably.

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)

Plastic waste is segregated and sent to authorized recyclers approved by the respective State Pollution Control Board.

(b) E- Waste

E-waste is segregated and sent to authorized recyclers approved by the respective State Pollution Control Board.

(c) Hazardous Waste

Hazardous waste is collected, segregated, and disposed of through the authorized incinerating agency approved by the respective State Pollution Control Board.

(d) Other Waste

Wood waste and metal waste have separate storage facilities and are sent to authorized vendor of each site for reuse.

4. Whether Extended Producer Responsibility (EPR) is applicable to the entity’s activities?

- If “Yes”, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Board?
- If “Not”, provide steps taken to address the same.
- All company sites comply with respective State Pollution Control Board and Plastic Waste Management Rules 2016 and EPR applicability is in line with the regulatory/ authority guidelines;
- Waste collection responsibility of products supplied to pharmacies and customers (end user) lies with pharmacy operators and end users to collect, store and dispose complying to applicable local laws of the respective jurisdiction;
- Rejected finished goods from the markets are taken back by Strides and disposed as per applicable local laws of the respective jurisdiction;
- Expired goods available with our distributors are disposed as per applicable local laws of the respective jurisdiction

Leadership Indicators

1. Has the entity conducted Life Cycle Perspective/ Assessment (LCA) for any of its products?

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 web-link
Strides is committed to Sustainability and minimizing its impact on the environment. Accordingly, Strides has initiated the process of conducting a formal Life Cycle Assessment for some of its identified products and the outcome will be shared in future reporting(s).					

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
As explained in Question 1 above		

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	
	Financial Year 2024-25	Financial Year 2023-24
	0	0

4. Of the products and packaging reclaimed at end of life of products, amount (in metric tonnes) reused, recycled, and safely disposed:

	Financial Year 2024-25			Financial Year 2023-24		
	Re-Used	Recycled	Safely Disposed	Re-Used	Recycled	Safely Disposed
Plastics (including packaging)	Strides is a 100% Export Oriented Unit (EOU) as per Foreign Trade Policy (FTP) of Government of India and once its pharmaceutical products are distributed and reach the market, it is subject to strict regulations, quality checks, and safety control measures. Reclaiming the products or its packaging, at the end of life involves high degree supply chain complexities. Therefore, reclaiming of products is not applicable to Strides' business operations.					

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 % total products sold in respective category
	0%

Principle 3:

Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. Details of measures for the well-being of Employees for FY 2024 – 25

Category	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities*		ESI	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)	Number (F)	% (F/A)
Permanent Employees													
Male	1,690	1,690	100%	1,690	100%	0	0%	1,690	100%	868	51%	93	6%
Female	555	555	100%	555	100%	555	100%	0	0	168	30%	28	5%
Total	2,245	2,245	100%	2,245	100%	555	25%	1690	100%	1036	46%	121	5%
Other than Permanent Employees													
Male	238	238	100%	238	100%	0	0%	116	49%	238	100%	0	0%
Female	77	77	100%	77	100%	77	100%	0	0%	77	100%	0	0%
Total	315	315	100%	315	100%	88	28%	116	37%	315	100%	0	0%

- b. Details of measures for the well-being of Workers for FY 2024 – 25

Category	Total (A)	Health Insurance		Accident Insurance		Maternity Benefits		Paternity Benefits		Day Care Facilities*		ESI	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)	Number (F)	% (F/A)
Permanent Workers													
Male	981	981	100%	981	100%	0	0%	981	100%	957	98%	8	1%
Female	75	75	100%	75	100%	75	100%	0	0	74	99%	0	0%
Total	1,056	1,056	100%	1,056	100%	75	7%	981	93%	1,031	98%	8	1%
Other than Permanent Workers													
Male	946	946	100%	946	100%	0	0%	0	0%	879	93%	946	100%
Female	614	614	100%	614	100%	614	100%	0	0%	568	93%	614	100%
Total	1,560	1,560	100%	1,560	100%	614	39%	0	0%	1,447	93%	1,560	100%

* Data for KRSG, Puducherry and Alathur;

Chandapura - in-house facility is currently under development to meet mandatory structural requirements in compliance with applicable laws. However, the Company has a policy to reimburse expenses incurred for this facility;

Corporate and R&D - As at date of the report, structural work for the crèche facility arrangement is currently in progress. However, the Company has a policy to reimburse expenses incurred for this facility

- c. Spending on measures towards well-being of employees and workers (including permanent and other than permanent)

	FY 2024-25	FY 2023-24
Cost incurred on well-being measures as a % of total revenue of the company	2.48%	2.18%

2. Details of retirement benefits for FY 2024-25 and FY 2023-24

Benefits	Financial Year 2024-25			Financial Year 2023-24		
	No. of employees covered as % of total employees	No. of workers covered as % of total workers	Deducted and Deposited with the authority	No. of employees covered as % of total employees	No. of workers covered as % of total workers	Deducted and Deposited with the authority
PF	100%	100%	Yes	100%	100%	Yes
Gratuity	100%	100%	Yes	100%	100%	NA
ESI	5%	1%	Yes	5.40%	10%	Yes

3. Accessibility of Workplaces

Are the premises/ offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If “Not”, then whether any steps are being taken by the entity in this regard

The Company’s premises, including its registered and corporate offices, are designed to be inclusive and accessible to differently abled individuals. Adequate infrastructure such as elevators, ramps, and accessible entry points have been incorporated to facilitate barrier-free movement. Additionally, a majority of office locations are either situated on the ground floor or equipped with features that ensure ease of access, in line with our commitment to fostering an inclusive and supportive work environment.

4. Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, please provide the web-link of the policy.

In alignment with Strides’ Code of Conduct & Ethics and Recruitment Policy, the Company is firmly committed to upholding the principles of equal employment opportunity for all individuals—regardless of race, color, religion, sex, gender, age, marital status, nationality, disability, sexual orientation, family, and caregiving responsibilities (including pregnancy), or medical conditions, including HIV status. We are equally dedicated to maintaining a workplace that is free from unlawful harassment, discrimination, and any form of inappropriate conduct, thereby fostering a respectful, inclusive, and supportive work environment for all employees.

5. Return to work and Retention rates of permanent employees and workers that took parental leave during FY 2024 – 25

Gender	Permanent Employees		Permanent Workers	
	Return to Work Rate	Retention Rate	Return to Work Rate	Retention Rate
Male	100%	100%	100%	100%
Female	100%	100%	100%	100%
Total	100%	100%	100%	100%

6. Is there a mechanism available to receive and redress grievances for the following categories of employees and workers? If “Yes”, give details of the mechanism in brief:

Permanent Workers	A formal Grievance Redressal Policy is available to all employees via the organization’s intranet portal. Additionally, the SEEK app has been made accessible to all permanent workers, providing a confidential platform to raise grievances and concerns. Beyond these digital channels, various forums and platforms have been established across manufacturing units to facilitate open communication. Workers may express their concerns individually or collectively through union representatives. Periodic meetings are conducted at these sites to understand underlying issues and ensure timely and appropriate resolution of grievances.

Other than Permanent Workers	All workers have access to designated HR representatives at each site and office, enabling them to discuss concerns and grievances in a supportive and confidential manner.
Permanent Employees	A formal Grievance Redressal Policy is available to all employees through the organization's intranet portal. In addition to this, multiple avenues have been established to ensure that employees can raise concerns in a safe and confidential environment: - SEEK App: Accessible to all employees, the app serves as a confidential platform to voice grievances and concerns; - Employee Engagement Forums: Periodic town halls, one-on-one meetings, and skip-level meetings are conducted, offering employees the opportunity to openly share issues or feedback directly with leadership; - Whistleblower Policy ensures that all reporting can be done in a safe and confidential manner, outlining clear mechanisms and structures for grievance reporting, investigation, resolution, and redressal. These mechanisms reflect the organization's commitment to fostering a transparent, responsive, and inclusive work environment.
Other than Permanent Employees	HR Point of Contact (POC) is present for contractors to reach out and resolve their grievances. Basis the gravity of the grievance, HR POC for contract workers reaches out to HR Business Partner for support and resolution.

In addition to the different grievance redressal mechanisms listed above, all employees and workers can report violations of the company's Code of Conduct directly to a dedicated "Ombudsman", whose details are publicly available in the Company's [Code of Conduct and Business Ethics](#)

7. Membership of employees and workers in association(s) or Unions recognized by the listed entity:

Category	Financial Year 2024-25			Financial Year 2023-24		
	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of Association(s) or Unions (B)	Percentage (%) (B/A)	Total employees/workers in respective category (A)	No. of employees/workers in respective category, who are part of Association(s) or Unions (B)	Percentage (%) (B/A)
Total Permanent Employees	2,245	0	0%	2,011	0	0%
Male	1,690	0	0%	1,537	0	0%
Female	555	0	0%	474	0	0%
Total Permanent Workers	1,056	1,023	97%	1,054	1,029	98%
Male	981	948	97%	978	955	98%
Female	75	75	100%	76	74	97%

8 (a). Details of training given to employees and workers on "Health & Safety Measures"

Category	Financial Year 2024-25			Financial Year 2023-24		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,690	1096	65%	1,537	1,129	73%
Female	555	259	47%	474	280	59%
Total	2,245	1,355	60%	2,011	1,409	70%
Workers						
Male	981	948	97%	978	957	98%
Female	75	73	97%	76	75	99%
Total	1,056	1,021	97%	1,054	1,032	98%

(b). Details of training given to employees and workers on “Skill Upgradation”

Category	Financial Year 2024-25			Financial Year 2023-24		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,690	1653	98%	1,537	1,431	93%
Female	555	527	95%	474	446	94%
Total	2,245	2,180	97%	2,011	1,877	93%
Workers						
Male	981	968	99%	978	977	100%
Female	75	75	100%	76	76	100%
Total	1,056	1,043	99%	1,054	1,053	100%

Note: Only permanent employees and workers have been considered in Total (A) column i.e., headcount.

9. Details of Performance and Career Development reviews of employees and workers:

Category	Financial Year 2024-25			Financial Year 2023-24		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Male	1,690	1268	75%	1,537	1,170	76%
Female	555	382	69%	474	317	67%
Total	2,245	1,650	73%	2,011	1,487	74%
Workers						
Male	981	0	0%	978	0	0%
Female	75	0	0%	76	0	0%
Total	1,056	0	0%	1,054	0	0%

Note

- As per annual Performance review eligibility criteria, employees who joined on or before September 30, 2024, were part of the review process;
- Employees who are Trainee Executives or Management Trainees are not part of Annual review process;
- Workers are not part of the annual review process.

10. Health and Safety Management System:

a. Whether an occupational health and safety management system has been implemented by the entity?	• Yes, Strides has implemented Occupational Health and Safety management system at all its locations including manufacturing sites, R&D center and Corporate office; • Periodic internal and external audits are done to ensure the compliance of Occupational Health and Safety management system at all the site operations including manufacturing, Quality control, Facility and engineering, Administrative, Warehouse etc.; • In accordance with pharmaceutical industry standards, customers periodically conduct independent audits of Strides' manufacturing sites, which covers elements of EHS; • The EHS trainings, audits and inspections are carried out as per the guidelines of Factories Act, Indian Boilers Act, Environment Protection Act, Electrical Act, PESO, NBC etc.; • The Company's Process Safety Management system facilitates the implementation of best safety practices. Further, it enables the identification of work-related hazards through EHS walkthrough checklists, GEMBA walks, Hazard Identification and Risk Assessment (HIRA), etc.; • Environment Protection Act (EPA) also covers hazardous waste management rules, Biomedical waste management rules, E-waste management rules, etc.; • The Occupational Health and Safety management system covers all permanent and contractual employees of all Strides entities and visitors to all Strides sites, hence the coverage is 100%; • Strides implemented corporate EHS Guidelines on various technical topics and they act as a working standard on EHS topics

b. What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis of the entity?	• Identification of work-related hazards through EHS walkthrough checklists, GEMBA walks, Hazard Identification and Risk Assessment (HIRA), Hazardous Area Classification (HAC) study etc.; • MySetu EHS is an application which is used to log and escalate any unsafe act and unsafe conditions which are identified on site premises; • All employees are trained on group EHS SOP; • Any non-routine activities involving external contract workers are routed through permit to work system (PTW); • PTW has different type of permits like General, Hot, Confined, Work at height, Electrical, High risk etc.; • In FY 25, 11,388 work permits were issued across all sites; • In FY25, total 1,224 Hazards were reported by the employees
c. Whether you have processes for workers to report the work-related hazards and to remove themselves from such risks?	• Yes, MySetu EHS application has been implemented across all sites for workers to report any unsafe act and unsafe condition; • Safety committee meetings has representation from workers; any work-related hazards reported in the meetings is tracked until it is logically closed
d. Do the employees/workers of the entity have access to non-occupational medical and healthcare services?	• Yes, the company provides non-occupational medical and healthcare services to its employees and workers. E.g. - Occupational Health Centre at the factory premises is available to have access to medical consultation for employees and conducting periodic medical examinations for all the employees through external hospitals; • Employee health insurance policy for medical benefits during hospitalization; • Employees are provided awareness sessions organized periodically at various locations by medical experts on matters like diabetes, cervical cancer etc.

11. Details of safety related incidents:

Safety Incidents/ Number	Category	Financial Year 2024-25	Financial Year 2023-24
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)*	Employees	0	1.3
	Workers	0	0
Total recordable work-related injuries	Employees	9	13
	Workers	6	5
Number of fatalities	Employees	0	0
	Workers	0	0
High consequence work-related injury or ill-health (excluding fatalities)	Employees	0	0
	Workers	0	0

Note - Including contract workforce

* Calculated as per IS 3786

12. Describe the measures taken by the entity to ensure a safe and healthy workplace.

- Strides follows guidelines and principles of ISO 14001:2015, ISO-45001 standards, Factories act and other state level regulatory requirements within its Environment Health and Safety (EHS) management system;
- The Company undertakes periodic internal and external audits to assess the safety practices and procedures in alignment with the EHS management system. Further, as part of the EHS management system, the Company provides safety trainings and safety drill practices to all its employees and workers;
- The safety training programs enable the development of strong foundation among the workforce, in terms of their ability to identify, mitigate and prevent risks pertaining to Occupational Health and Safety;
- Any non-routine activities involving external contract workers are routed through permit to work system (PTW) where all tasks are accessed to identify risk associated with it and mitigation measure are ensured till completion of activities (11,388 nos of PTW issued in FY 25);

- HIRA (Hazard identification & Risk Assessment) being performed for all new products, equipment and facility modification where risk associated with each activity are evaluated using risk matrix techniques considering present hierarchy of control to conclude the risk is acceptable or unacceptable. Any unacceptable risk is further evaluated to identify the mitigation plans and recommended controls are made available before execution of the activity;
- Strides endeavors to prevent negative health impact on the employees through various health awareness sessions, provision of medical facilities and medical insurance benefits. Additionally, the Company provides voluntary health promotion services such as lifestyle counselling, stress management sessions, nutritional awareness campaigns through site Occupation health physician;
- Respiratory fit testing has been facilitated for targeted group of employees who regularly use Respiratory Protective Equipment during their routine & non-routine process related activities;
- All products are evaluated and categorized into Occupational exposure banding (1 to 5). Recommended hierarchy of control are ensured during batch manufacturing;
- CMR (Carcinogenic, Mutagenic, Reproductive Toxicity) classification of each module are accessed to prevent negative health impact on the employees;
- Health and Safety awareness training are provided to all workforce through modules and safety drill practices. Periodic mock drill sessions are conducted to ensure that all employees are aware of emergency plan management;
- Strides organizes external safety training on basic lifesaving first aid, as well as firefighting awareness sessions, through authorized agencies to ensure the competency of the targeted group. Upon successful completion, participants are certified;
- Fire safety gadgets like fire hydrant systems, fire hose reels, fire extinguishers, fire detection systems, Emergency escape plans, fire exits, chemical spill kits, eye showers, emergency lights, first aid boxes, adequate PPE are made available across all sites to ensure safe and healthy workplace

13. Number of complaints on the following made by employees and workers:

	Financial Year 2024-25			Financial Year 2023-24		
	Filed	Pending Resolution at end of year	Remarks	Filed	Pending Resolution at end of year	Remarks
Working Conditions	0	0	-	0	0	-
Health and Safety	0	0	-	0	0	-

14. Assessment for FY 2024-25

	% of plants and offices that were assessed (by entity or statutory authorities or third party)
Health and Safety Practices	100% by Strides, statutory authorities, and third parties
Working Conditions	

15. Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risk/ concerns arising from assessment of health and safety practices and working conditions.
- There were no major safety incidents during the year.

Leadership Indicators

1. Does the entity extend any life insurance or compensatory package in the event of death of (A) Employees; and (B) Workers
Yes, coverage under the existing Group Term Life Insurance (Death Benefits) for workers is 5 Times the CTC and for employees is 3 Times the CTC.
2. Provide the measures undertaken by the entity to ensure that statutory dues have been deducted and deposited by the value chain partners.
The Company has a "Vendor code of conduct," which vendors are expected to adhere to.

3. Provide the number of employees/ workers having suffered high consequence work-related injury/ ill-health/ fatalities (as reported in Qs. 11 of Essential Indicators above), who have been/ are rehabilitated and placed in suitable employment or whose family members have been placed in suitable employment:

	Total Number of affected employees/ workers		No. of employees/ workers that are rehabilitated or whose family member have been placed in suitable employment	
	FY 2024-25	FY 2023-24	FY 2024-25	FY 2023-24
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, The Group operates multiple business streams beyond the listed Company. For retiring employees who wish to continue working, the Company assesses the possibility of engaging them in part-time or project-based roles, depending on their expertise and business needs. In select critical positions where specialized skills are scarce, the Company has extended service tenures.

In cases of performance issues, the Company follows a structured approach. A Performance Improvement Plan (PIP) is initiated to give employees a fair opportunity to enhance their performance. If there is no improvement despite adequate support, termination procedures are initiated, and financial assistance is provided.

In cases of job redundancy, the Company provides adequate support and explores opportunities for redeployment within the Group's companies. If no suitable roles are available, termination procedures are initiated, and financial assistance is provided.

5. Details on assessment of value chain partners (FY 2024-25):

	% of value chain partners (by value of business done with such partners) that were assessed
Health and Safety Practices	As part of our sustainability initiatives, we have developed a robust Supplier ESG assessment framework to gauge the sustainability preparedness of our suppliers and to monitor their ESG performance periodically. The exercise is intended to take stock of our collective ESG impact, identify risks or areas for improvement, and shape our capacity-building efforts. During FY25, we carried out the supplier assessments for 33 critical suppliers accounting for 63.3% of our total procurement value.
Working Conditions	

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.

No such risks/concerns identified from the assessments conducted.

Principle 4:

Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. Describe the process for identifying key stakeholder groups of the entity.

Strides is dedicated to successfully meeting stakeholder expectations and actively works with stakeholders, carefully identifying significant material challenges. In line with the company's aspiration to conduct business in a responsible manner, Strides is committed to cultivating robust, meaningful relationships with all its stakeholders. Stakeholders and their relative importance to the company are determined by the impact of the stakeholder group on the business and the impact of the business on the stakeholder group. Other considerations while determining stakeholder importance include factors like impact, influence, legitimacy, and diversity of perspectives.

Strides recognizes that impactful stakeholder engagement is critical to drive the company's overall ESG strategy. Engaging stakeholders ensures that different viewpoints are taken into account, fosters teamwork, increases trust, and supports efficient decision-making. During the Materiality Assessment conducted by Strides in FY 2024-25, the views and priorities of various stakeholder groups were central to determining the ESG issues most material to Strides.

2. List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group

Stakeholder Group	Identified as Vulnerable or Marginalized Group (Yes/No)	Channels of Communication	Frequency of engagement	Purpose and scope of engagement including key topics and concerns raised during each engagement
Employee	No	Direct & other communication mechanisms including mailers, intranet, employee committees, engagement initiatives, newsletters	Continuous	Learning opportunities, building a safety culture, and inculcating safe work practices among employees, and improving diversity and inclusion.
Shareholders/ investors	No	Press releases, social media, website, analyst meets, analyst briefings, quarterly results, annual general meetings, integrated report, financial reports, email advisories, intimation to stock exchanges, annual/ quarterly financials, and investors meetings/ conferences	Frequent and need based	Educating them about Strides' business strategy for the long term, to stay abreast of developments in the corporation and its subsidiary companies and understanding their expectations.
Customers	Yes, if they qualify based on specific criteria such as income	Customer meets, mailers, news bulletins, brochures, social media, website	Frequent and need based	For stronger customer relationship, to enhance business, stay in touch with them to understand the industry and business challenges and address any issues that the customers may have.
Supplier/ vendor/ 3 rd party manufacturer	No	1) Vendor Meets 2) Virtual modes such as e-mail, telephonically	Ongoing	Responsible supply chain practices are essential for ensuring sustainable business continuity. Engaging with suppliers and vendors enables the company to identify key material issues impacting the supply chain. The primary areas of interest for suppliers include: 1) Business visibility 2) Collaboration
Channel Partners, No franchises, and key partners	No	Partners meets and events, mailers, news bulletins, brochures, social media, website	Frequent and need based	Stronger partnership helps to increase reach and enhance business, ethical business, and fair business practices and governance.
Community	Yes	1) In-person meetings 2) Engagement through NGO partners	Ongoing	Community developments programs initiated by the company's CSR activities enables driving a positive impact on the community members. The key area of interest for community is Community development programs with a focus on health, education, sanitation, and infrastructure development.

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 the feedback from such consultations provided to the Board.

Consultation between stakeholders and the Board on economic, environmental, and social topics is essential for a pharmaceutical company to gain insights, address concerns, and make informed decisions that align with stakeholder interests. Strides has taken steps to facilitate communication between the Board and stakeholders through the following processes:

- Identification of Key Topics and Issues: The inputs of key stakeholder groups taken during the Materiality Assessment conducted in FY 2024 was revisited to determine the most material Environmental, Social and Governance issues for Strides as a company;
- Establishment of Stakeholder Engagement Mechanisms: Strides has established formal mechanisms to engage with various stakeholder groups as described in the previous question;
- Stakeholder Consultation Sessions: Organizing consultation sessions attended by both stakeholders (employees, customers, investors, regulators) and Executive Members of the Board. This practice ensures regular dialogue between the parties to communicate their priorities.

2. Whether stakeholder consultation is used to support the identification and management of environmental, and social topic?

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 engagement is used to support the identification of environmental, social and governance topics. Strides also has dedicated communication channels to regularly communicate with different stakeholder groups.

3. Provide detail of instances of engagement with, and actions taken to, address the concerns of vulnerable/marginalized stakeholder groups.

Through the company's Corporate Social Responsibility programs, Strides aims to create positive impact amongst vulnerable communities and stakeholder groups. Through strategic interventions, the company contributes to a variety of causes including disaster relief, improving community health and education. Strides has also formalized Diversity and Inclusion and Human Rights Policies to address the concerns of vulnerable groups/minority groups primarily like women, persons with disabilities, etc.

Principle 5:

Businesses should respect and promote human rights

Essential Indicators

1. Employees and workers who have been provided training on human rights issues and policy(ies) of the entity:

Category	Financial Year 2024-25			Financial Year 2023-24		
	Total (A)	Number (B)	Percentage (%) (B/A)	Total (C)	Number (D)	Percentage (%) (D/C)
Employees						
Permanent	2,245	2,203	98%	2,011	1,907	95%
Other than permanent	315	255	81%	353	313	89%
Total Employees	2,560	2,458	96%	2,364	2,220	94%
Workers						
Permanent	1,056	980	93%	1,054	952	90%
Other than permanent	1,560	1,489	95%	1,790	1,790	100%
Total Workers	2,616	2,469	94%	2,844	2,742	96%

2. Details of minimum wages paid to employees and workers:

Category	Financial Year 2024-25					Financial Year 2023-24				
	Total (A)	Equal to Minimum Wage		More than Minimum Wage		Total (D)	Equal to Minimum Wage		More than Minimum Wage	
		Number (B)	% (B/A)	Number (C)	% (C/A)		Number (E)	% (E/D)	Number (F)	% (F/D)
	Employees									
Permanent	2,245	0	0%	2,245	100%	2,011	0	0%	2,011	100%
Male	1,690	0	0%	1,690	100%	1,537	0	0%	1,537	100%
Female	555	0	0%	555	100%	474	0	0%	474	100%
Other than Permanent	315	155	49%	160	51%	353	79	22%	274	78%
Male	238	127	53%	111	47%	265	55	21%	210	79%
Female	77	28	36%	49	64%	88	24	27%	64	73%
	Workers									
Permanent	1,056	0	0%	1,056	100%	1,054	0	0%	1,054	100%
Male	981	0	0%	981	100%	978	0	0%	978	100%
Female	75	0	0%	75	100%	76	0	0%	76	100%
Other than Permanent	1,560	1,536	98%	24	2%	1,790	1,363	76%	427	28%
Male	946	930	98%	16	2%	1,063	882	83%	181	17%
Female	614	606	99%	8	1%	727	481	66%	246	34%

3 a.Details of remuneration/ salary/ wages for FY 2024 – 25

	Male		Female	
	Number	Median salary/ wage of respective category (Amount in ₹)	Number	Median salary/ wage of respective category (Amount in ₹)
Board of Directors (BoD)*				
a. Executive Directors	3	6,10,11,233	0	0
b. Non-executive Directors (NED)	5	33,33,333	2	20,30,400
Key Managerial Personnel #	1	3,61,43,700	1	85,00,000
Employees other than BoD and KMP	1,686	6,80,545	554	5,40,189
Workers	981	7,60,601	75	4,81,406

* ED & NED are considered as two separate categories and Total CTC considered for calculation.

Excluding Executive Directors

Notes:

- 1) Sitting fees paid to Dr. Kausalya Santhanam from Material Subsidiaries also factored in the above calculation;
- 2) Sitting Fees and Commission paid in proportion to the period of office held by Mr. S Sridhar, Mr. Bharat Shah, Mr. Subir Chakraborty and Ms. Mukta Arora, Non-Executive Independent Directors of the Company;
- 3) Remuneration paid/ payable to Mr. Badree Komandur and Mr. Aditya Arun Kumar, Executive Directors of the Company, has been prorated in line with their terms of appointment;
- 4) Remuneration to Mr. Vikesh Kumar, Group CFO (KMP) comprises of remuneration paid/ payable to him from the Company as well as one of its Step-down wholly owned Subsidiary in the US

3 b. Gross wages paid to females as % of total wages paid by the entity

	Financial Year 2024-25	Financial Year 2023-24
Gross wages paid to females as % of total wages	15%	14%

4. Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to or by the business?

Yes, the Company has established a Human Rights policy which articulates Strides' commitment to respecting human rights and actively discourages any involvement in human rights violations.

There are multiple channels of communication to report any instances of negative human rights impacts on any stakeholders viz. emailing, calling a toll-free number, or reporting to senior management or the board of directors. Strides is committed to dealing with stakeholder concerns, made in good faith, in a prompt and fair manner. Additionally, as per the expectations presented in the UN Guiding Principles on the Business and Human Rights, any violations, risks or concerns can be reported through the whistleblower channel.

Any such complaint will be redressed by the concerned authority in accordance with the process laid down in the Company's policy, which is available in the Company's website.

5. Describe the internal mechanisms in place to redress grievances related to human rights issues.

As explained in question 4 above.

Additionally, a Code of Conduct and a formal Grievance Redressal policy is available, and all matters are dealt accordingly. Similarly for PoSH complaints, a formal policy is available which includes the methodology to resolve complaints brought to the notice of Internal Complaints Committee (ICC).

6. Number of complaints on the following made by employees and workers:

	Financial Year 2024-25			Financial Year 2023-24		
	Filed during the year	Pending resolution at end of year	Remark	Filed during the year	Pending resolution at end of year	Remark
Sexual Harassment	1	0	-	4	0	Complaint closed within 90 days
Discrimination at workplace	-	-	-	-	-	-
Child Labour	-	-	-	-	-	-
Forced Labour/ Involuntary Labour	-	-	-	-	-	-
Wages	-	-	-	-	-	-
Other human rights related issues	-	-	-	-	-	-

NA: Not Applicable

7. Complaints filed under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013, in the following format:

	Financial Year 2024-25	Financial Year 2023-24
Total Complaints reported under Sexual Harassment on of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 (POSH)	1	4
Complaints on POSH as a % of female employees / workers	0.16%	0.73%
Complaints on POSH upheld	1	4

8. Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases

The SEEK app is a Business Intelligence platform provided by a third-party service provider, which, among other functions, allows employees to air personal grievances. It includes a feature that ensures the confidentiality of the complainant's identity, preventing disclosure to anyone within the Company. The agreement with the vendor guarantees that employee identities remain strictly confidential.

While the Company addresses the issues raised by the complainant, the individual's identity is protected, serving as a safeguard against any potential harassment. This confidentiality protocol extends to complaints filed under the POSH (Prevention of Sexual Harassment) and Whistleblower Policies as well. The Company strictly adheres to all relevant laws to ensure the complainant's identity remains undisclosed internally, thus eliminating any risk of retaliation or harassment for filing a complaint.

9. Do human rights requirements form part of your business agreements and contracts?

Strides' business agreements and contracts emphasise the importance of compliance with all applicable laws, which includes upholding human rights standards. While specific mention of human rights requirements may not be included, it is explicitly stated that all parties involved in the business dealings are expected to comply with all applicable laws, thereby encompassing human rights obligations.

Additionally, the company's Vendor Code of Conduct, which Strides expects all its suppliers are business partners to adhere to has specific clauses requiring suppliers to safeguard the human rights of employees and workers.

10. Assessment for FY 2024-25:

	% of plants and offices that were assessed (by entity or statutory authorities or third parties)
Child Labour	100% by Strides, third parties and statutory authorities
Forced/ Involuntary Labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – please specify	None

11. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessments at Qs. 10 above.

The Company's current practices and processes are duly inspected by various agencies from time to time. Besides the assessments undertaken by government/ regulatory bodies, the Company also aims at conducting periodic audits through third party auditors to check for any non-compliances. The Company also undertakes a comprehensive HR Compliance audit once in two years, which is conducted by a third party legal firm, which helps in identifying areas of improvement. So far, Strides has not come across any areas of concerns related to human rights.

Leadership Indicators

1. Details of a business process being modified/ introduced as a result of addressing human rights grievances/ complaints.

Strides is committed to upholding a proactive approach in preventing discrimination in all its forms, including but not limited to sexual harassment, wage disparities, and other human rights issues. The company recognizes the importance of fostering an inclusive and equitable work environment for all its employees. For instance:

- Attendance of contract workers: Change from manual recording of attendance to biometric attendance has helped in greater transparency of process and this biometric attendance is directly linked to the payroll of the contract worker. The digitization has ensured fair and equitable ways of earning wages to all workers;
- Strides has been conscious of the local community in which it operates and does not discharge effluents (from the production process) to outside area. Instead, the effluent treatment set up ensures that wastewater is treated for horticulture purpose thereby conserving environment;
- Biohazardous waste is disposed off through a government approved vendor so that the probability of contamination with human beings in and around the site is minimized/ mitigated;
- Strides' Recruitment policy specifies on non-discrimination and equal opportunity employer. The Company is committed to provide a work environment free of unlawful harassment and equal Employment opportunities for all persons regardless of Race, Colour, Religion, Sex /Gender including pregnancy/childbirth, Age, Marital Status, National Origin, Disability, Sexual Orientation, Family and Career responsibilities, Gender Identity and Intersex status, medical status including HIV status in the hiring practices;

- Strides employ women workers in A-shift and general Shift. Generally, the Company doesn't deploy women in B shift across most of its plants considering gender sensitivity and as an adherence to cultural norms of the region in which it operates;
- To mitigate risks associated with child labour, the Strides TA playbook strictly prohibits child labour, and takes active steps to prevent its occurrence. This is done by checking each and every employee/ worker's government ID, a mandatory check point during onboarding to ensure compliance and follow it in "letter and spirit".

2. Details of the scope and coverage of any Human Rights due diligence conducted.

- Periodic Audit by third party auditor addresses various issues pertaining to human rights;
- Online Compliance Management tool to monitor various compliances, which also ensures that human right violations, if any, are captured and reported to the board;
- Once in two years, a comprehensive Audit of HR legal compliances is undertaken;
- For conducting business, company undertakes various social audits which addresses many such issues. The Company has also engaged in EcoVadis certifications and undergoes various customer audits, all of which thoroughly address human rights elements.

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?

The Company's premises, including its registered and corporate offices, are designed to be inclusive and accessible to differently abled individuals. Adequate infrastructure such as elevators, ramps, and accessible entry points have been incorporated to facilitate barrier-free movement. Additionally, a majority of office locations are either situated on the ground floor or equipped with features that ensure ease of access, in line with our commitment to fostering an inclusive and supportive work environment.

4. Details on assessment of Value Chain Partners

	% of value chain partners (by value of business done with such partners) that were assessed:
Child Labour	As part of our sustainability initiatives, we have developed a robust
Forced/ Involuntary Labour	Supplier ESG assessment framework to gauge the sustainability
Sexual harassment	preparedness of our suppliers and to monitor their ESG performance
Discrimination at workplace	periodically. The exercise is intended to take stock of our collective ESG
Wages	impact, identify risks or areas for improvement, and shape our capacity- building efforts. During FY25, we carried out the supplier assessments for 33 critical suppliers accounting for 63.3% of our total procurement value.

5. Provide details of any corrective actions taken or underway to address significant risks/ concerns arising from the assessment at Qs. 4 above.

No such risks/concerns identified from the assessments conducted

Principle 6:

Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. Details of total energy consumption (in Joules or multiples) and energy intensity

From renewable sources

Parameter	Financial Year 2024-25	Financial Year 2023-24
Total Energy Consumption (A)	70,65,18,33,013	83,92,26,16,440
Total Fuel Consumption (B) (Briquettes)	7,78,10,00,000	NA
Energy consumption through Other Sources	NA	NA
Total Energy Consumption (A+B+C) (KJ)	78,43,28,33,013	83,92,26,16,440

From non-renewable sources

Parameter	Financial Year 2024-25	Financial Year 2023-24
Total electricity from non- renewable sources (D)	84,86,36,65,905	99,55,18,51,200
Total fuel consumption (E) (Diesel + Furnace Oil)	69,68,56,21,852	49,85,38,30,785
Energy consumption through other sources (F)	NA	NA
Total energy consumed from non-renewable sources (D+E+F) (KJ)	1,54,54,92,87,758	1,49,40,56,81,985
Total energy consumed (A+B+C+D+E+F) (KJ)	2,32,98,21,20,770	2,33,32,82,98,425
Energy intensity per rupee of turnover (KJ/₹) (Total energy consumption/turnover in rupees)	10.66	12
Energy intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total energy consumed / Revenue from operations adjusted for PPP)	220.23	NA
Energy intensity in terms of physical Output	NA	NA
Energy intensity (optional) – the relevant metric may be selected by the entity	NA	NA
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.	No	No

Note - All PPP – IMF conversion factors for FY25: 20.66 (Source - <https://www.imf.org/external/datamapper/PPPEX@WEO/OEMDC/IND>)

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?

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.

No

3. Details of the following disclosures related to water

Parameter	Financial Year 2024-25	Financial Year 2023-24
Water withdrawal by source (in kilo-litres)		
(i). Surface Water	0	0
(ii). Groundwater	41,094.24	60,544
(iii). Third Party Water	1,51,280.02	1,43,872
(iv). Seawater/ Desalinated water	0	0
(v). Others (Please specify)	0	0
Total Volume of water withdrawal (in KL) (i + ii + iii + iv + v)	1,92,374.26	2,04,643
Total volume of water consumption (in KL)	1,92,374.26	2,04,643**
Water intensity per rupee of turnover (KL/₹. Lakh) (water consumed/ turnover)	0.88	0.010048
Water intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total water consumption / Revenue from operations adjusted for PPP)	18.18	0.000138
Water intensity in terms of physical Output	NA	NA
Water intensity (optional) – the relevant metric may be selected by the entity	NA	NA
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.	NA	NA

4. Provide the following details related to water discharged

Parameter	Financial Year 2024-25	Financial Year 2023-24
Water discharge by destination and level of treatment (in kilolitres)		
(i) To Surface water		
No treatment		
With treatment – please specify level of treatment		
(ii) To Groundwater		
No treatment		
With treatment – please specify level of treatment		
(iii) To Seawater		
No treatment		
With treatment – please specify level of treatment		
(iv) Sent to third parties		
No treatment		
With treatment – please specify level of treatment		
(v) Others		
No treatment		
With treatment – please specify level of treatment		
Total water discharged (in kilolitres)		
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		

All sites have wastewater treatment plants / arrangements for treating the wastewater through third party agency. Treated water is used for Gardening applications within the premises.

5. Has the entity implemented a mechanism for Zero Liquid Discharge (ZLD)? If “Yes”, provide details of its coverage and implementation

- Currently, 3 out of 5 Strides’ sites are having wastewater treatment facilities. For other 2 sites, wastewater is treated in an external third-party facility. Water conservation is implemented to reduce, reuse, recharge, and recycle approach within manufacturing locations;
- As part of the recycling initiative, Strides provides tertiary treatment to its effluent, the treated effluent water is then effectively recycled and reused for in-house gardening

6. Details of air emissions (other than GHG emissions) by the entity

Parameter	Unit	Financial Year 2024-25	Financial Year 2023-24
NOx	mg/Nm3	130.70	169
Sox	mg/Nm3	27.10	131.6
Particulate Matter (PM)	mg/Nm3	40.50	227.1
Persistent organic pollutant (POP)			
Volatile organic compounds (VOC)		NA	
Hazardous air pollutant (HAP)			
Note	Average of all the 5 sites. However, none of the site has crossed the PCB approved limits and all parameters are well within the limits specified		

7. Details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) and its intensity:

Parameter	Please specify unit	Financial Year 2024-25	Financial Year 2023-24
Total Scope 1 Emissions	Metric tonnes of CO2 equivalent	5,376	5,331.80
Total Scope 2 Emissions	Metric tonnes of CO2 equivalent	17,099	19,893.05
Total Scope 1 and Scope 2 emissions per million rupee of turnover (Total Scope 1 and Scope 2 GHG emissions / Revenue from operations)		1.028	1.171
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)		21.24	26.803
Total Scope 1 and Scope 2 emission intensity in terms of physical output		-	-
Total Scope 1 and Scope 2 emission intensity (optional) – the relevant metric may be selected by the entity		-	-
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.		NA	NA

8. Does the entity have any project related to reducing Greenhouse gas emissions?

If “Yes”, then provide details.

Yes, Strides has implemented projects to reduce Green House Gas emission specifically carbon footprint reduction. They are as follows:

- Installed 1,470 KW solar power plants and harvested clean energy from roof top solar power panels;
- Sustaining solar power consumption by importing solar power from third party and In-house generation;
- 51.6% of the total power consumption in all sites are from renewable sources (Solar & wind)

9. Provide details related to waste management by the entity:

Parameter	Financial Year 2024-25	Financial Year 2023-24
Total Waste Generated (in metric tonnes)		
Plastic Waste (A)	347.99	162
E-Waste (B)	4.89	9.11
Bio-medical Waste (C)	5.93	6.60
Construction and Demolition Waste (C&D) (D)	0	0
Battery Waste (E)	6.82	0
Radioactive Waste (F)	0	0
Other Hazardous Waste generated (G) (Please specify, if any) For FY25 – Off specification products, Process Residue, Expired chemicals, Waste oil, Finished Goods and Raw Materials	578.97	961
Other Non-Hazardous Waste generated (H) (Please specify, if any) For FY25 – Packing waste, Cardboards, Corrugated boxes, Metal scrap, HDPE container, Rejected Bottle, Food waste, Paper & Stationery, Garden waste	572.06	144
Total Waste Generated (A+B+C+D+E+F+G+H)	1,516.67	1,775

Parameter	Financial Year 2024-25	Financial Year 2023-24
Waste intensity per rupee of turnover (Total waste generated / Revenue from operations)	0.069	0.00069
Waste intensity per rupee of turnover adjusted for Purchasing Power Parity (PPP) (Total waste generated / Revenue from operations adjusted for PPP)	1.433	0.00005
Waste intensity in terms of physical output	NA	0
Waste intensity (optional) – the relevant metric may be selected by the entity	NA	0

For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)

Category Waste Name:		
(i). Recycled	652.69	309
(ii). Re-used	0	0
(iii). Other recovery operations	0	0
Total	652.69	309

For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)

Category Waste Name:		
(i). Incineration	816.15	907
(ii). Landfilling	7.95	0
(iii). Other recovery operations (piggery)	39.88	0
Total	863.98	907

10. Briefly describe the waste management practices adopted in your establishments. 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.

- Strides has implemented waste management plan with a comprehensive approach towards waste minimization, segregation, and safe disposal. Company has implemented effective mechanisms for disposal of large quantity of hazardous waste through incineration process;
- Health and safety attributes of new products (API, Excipient, and other process materials) are evaluated to identify the negative health impact of chemicals. While conducting initiation trials, only minimal batch size is manufactured to reduce the wastage from processes and to reduce exposure to any hazardous chemicals;
- Yield improvement projects initiated across all the sites and saved almost 7,400 Kgs of raw materials by improving batch yields.

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:

S. No.	Location of operations/ offices	Type of operations	Whether the conditions of environmental approval/ clearance are being complied with? (Yes/No) If "No", the reasons thereof and corrective action taken, if any.
			Not Applicable

12. Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in financial year 2024-25

Name and brief of the project	EIA Notification No.	Date	Whether conducted by independent agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant Web-link
					Not Applicable

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.

If "Not", provide details of all such non-compliances:

S. No.	Specify the law/ regulation/ guidelines which is not compliant	Provide details of the non-compliance	Any fines/ penalties/ action taken by regulatory agencies such as pollution control board or by courts	Corrective action taken, if any
All applicable regulations and guidelines are complied with.				

Leadership Indicators

1. Water withdrawal, consumption, and discharge in areas of 'Water Stress' (in kilo liters):

For each facility/ plant located in areas of water stress, provide the following information:

- Name of area: KRSG, Chandapura (Anekal Taluk), Corporate, and R&D
- Nature of operations: Manufacturing of Pharmaceutical products
- Water withdrawal, consumption, and discharge:

Parameter	Financial Year 2024-25	Financial Year 2023-24*
Water withdrawal by source (in kilo litres)		
(i). Surface Water	0	0
(ii). Ground Water	41,094.24	60,544
(iii). Third Party Water	74,255.02	61,706
(iv). Seawater/ Desalinated Water	0	0
(v). Others	0	0
Total volume of water withdrawal (in KL)	1,15,349.26	1,22,250
Total volume of water consumption (in KL)	1,15,349.26	1,22,250
Water intensity per rupee of turnover (water consumed/ turnover)	0.53	0.01
Water intensity (optional) – the relevant metric may be selected by the entity	0.53	0.01
Water discharge by destination and level of treatment (in Kilo litres)		
(i). To Surface Water		
No treatment		
With treatment- please specify level of treatment		
(ii). To Ground Water		
No treatment		
With treatment- please specify level of treatment		
(iii). Sent to Third Party Water		
No treatment		
With treatment- please specify level of treatment		
(iv). Into Seawater		
No treatment		
With treatment- please specify level of treatment		
(v). Others		
No treatment		
With treatment- please specify level of treatment		
Total water discharged (in kilolitres)		
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.	NA	

*KRSG and Chandapura considered

3 of our sites operate Wastewater treatment facilities. Wastewater is treated well below legally acceptable limits and used for applications like gardening. Wastewater is treated in external approved wastewater treatment facilities for remaining 2 plants.

2. Please provide details of total Scope 3 emissions and its intensity :

Parameter	Unit	Financial Year 2024-25	Financial Year 2023-24
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	47,827	-
Total Scope 3 emissions per million rupee of turnover		2.188	-
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.			NA

3. With respect to the ecologically sensitive areas reported in Qs. 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

Not Applicable

4. If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions/ effluent discharge/ waste generated, please provide details of the same as well as outcome of such initiatives

S. No.	Initiative undertaken	Details of the initiative	Outcome of the Initiative
1.	Improve the groundwater level	- Rainwater harvesting tanks, - Total tanks & total capacity	Rainwater harvesting tanks of capacity 3,450 KL were constructed across all the sites.
2.	Improve the awareness trainings of water consumption and controlling of water pollution	- Awareness Training/session/module; - Water Consumption Monitoring; - Awareness/ Caution boards display; - Installation of flow meters; - Installation of Piezometer at required sites	Reduction in daily water consumption.
3.	Reduction of CO ₂ emissions	Reduction due to consumption of clean energy from solar power	14,268 metric tonne of CO ₂ Emission reduced.
4.	Efficient utilization of energy	Implemented generation of power from solar panels.	On overall power requirement, 44.5% of energy is being utilized from from renewable sources including solar panels.

5. Does the entity have a business continuity and disaster management plan?

Yes, the Company has a detailed Business Continuity Policy in place. An extract of the same is also available in the Company website at [Strides' Business Continuity Policy](#).

Additionally, separate Business Continuity Plans (BCP) are also available for locations including manufacturing and R&D of Strides Group in India and US. In addition, the BCP for Corporate has been designed to incorporate key processes of the Company's key operational subsidiaries located in the United Kingdom, Singapore, Canada, and Switzerland.

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.

No adverse impact to the environment caused from any activities or measures pertaining to value chain partners.

7. Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts.

During FY25, the Company carried out supplier assessments on Sustainability for 33 critical suppliers accounting for 63.3% of our total procurement value.

Principle 7:

Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

Strides believes that sustainable business growth can be achieved through effective collaboration with regulatory authorities, government agencies, and industry trade organizations. The Company is actively involved with various industry bodies and associations in the public domain. By engaging with these forums, the Company fulfills the critical role of policy advocacy in a transparent, ethical, and unbiased manner. Strides' commitment lies in advocating for an inclusive and collaborative healthcare ecosystem, refraining from any activities that may be detrimental to national interests. Strides firmly believes that public policy should serve the greater public good, and therefore, Strides abstains from engaging or advocating on any policy matters solely for self-interest or for the benefit of a select few. Strides' advocacy efforts are aligned with promoting policies that enhance accessibility, affordability, and quality in healthcare, ensuring equitable benefits for all stakeholders.

1. (a). Number of affiliations with trade and industry chambers/ associations

8

(b). List the top 10 trade and industry chambers/ the entity is member of/ affiliated to

S. No.	Name the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/ National)
1.	Pharmaceuticals Export Promotion Council of India	National
2.	Indian Drug Manufacturers' Association	National
3.	Bombay Chamber of Commerce	State
4.	Bengaluru Chamber of Industry and Commerce	State
5.	Karnataka Drugs & Pharmaceutical Manufacturers Association	State
6.	Federation of Karnataka Chambers of Commerce and Industry	State
7.	Confederation of Indian Industry	National
8.	United Nations Global Compact Network	International (affiliated to India unit)

2. Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.

Name of authority	Brief of the Case	Corrective action taken
Not Applicable		

Leadership Indicators

1. Details of public policy positions advocated by the entity:

S. No.	Public policy advocated	Method resorted for such advocacy	Whether information available in public domain (Yes/No)	Frequency of Review by Board	Web Link, if available
Strides advocate for policies that expand access to healthcare, promote research and development incentives, or protect intellectual property rights. For example, pharmaceutical companies may lobby for changes to drug pricing regulations or advocate for policies that incentivize investment in new medical technologies.					

Principle 8:
Businesses should promote inclusive growth and equitable development
Essential Indicators

1. Details of Social Impact Assessments (SIA) projects undertaken by the entity based on applicable laws, in financial year 2023-24:

Name and brief detail 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
NA for FY25*					

*During FY24, Strides carried out a formal structured impact assessment of its various CSR programmes for FY21 till FY23 through an external Social Accounting and Audit (SAA) Organization – The India chapter of M/s. Social Audit Network – UK. The impact study was conducted using the REES framework which measures the performance of a programme on four parameters – Relevance, Effectiveness, Efficiency, and Sustainability. This report reflects on the impact achieved in the last three years in the Company's focus areas and the result has been very encouraging with a rating of 9.2 / 10.

2. Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity:

S. No.	Name of the 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 ₹.)
Not Applicable						

3. Describe the mechanisms to receive and redress grievances of the community

The Company's CSR team engages proactively with relevant stakeholders, including panchayat members, to initiate appropriate actions as needed. Feedback is regularly sought from beneficiaries to ensure that services provided align with their needs and expectations. Additionally, all pertinent issues are discussed and addressed through the Arogyadhama Advisory Committee, which comprises panchayat representatives. This collaborative approach fosters trust and enhances credibility within the beneficiary community.

4. Percentage of input material (input to total inputs by value) sourced from suppliers*:

Parameter	Financial Year 2024-25	Financial Year 2023-24
Directly sourced from MSMEs/ Small producers	~5.23%	~7.59%
Sourced directly from within the district and neighboring districts	~15.68%	~14.27%

*On a standalone level (Bengaluru, Puducherry and their neighboring districts has been considered)

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	Financial Year 2024-25	Financial Year 2023-24
a. Rural	0%	0%
b. Semi-urban	44%	45%
c. Urban	41%	40%
d. Metropolitan	15%	15%

Company sources contractors from rural areas to semi-urban area, who travel day to day for work

Leadership Indicators

- Provide details of actions taken to mitigate any negative social impacts identified in the Social Impact Assessments (Reference Qs. 1 of Essential Indicators, above).

Details of negative social impact identified	Corrective action taken
Not applicable	

- Provide the following information on CSR projects undertaken by your entity in designated aspirational districts as identified by government bodies:

Sl. No.	State	Aspirational District	Amount Spent (in ₹.)	Remarks
1	Karnataka	Bangalore	40,00,000	Arogyadhama
2	Karnataka	Bangalore	1,71,819	Siva Sakthi Homes
3	Karnataka	Bangalore	19,57,798	LeAPS
4	Puducherry	Puducherry	16,00,000	SVRCC
5	Puducherry	Puducherry	14,60,188	TISS
6	Karnataka	Bangalore	4,49,34,692	Vidyadhama
Total			5,41,24,497	

- Do you have a preferential procurement policy where you give preference to purchase from suppliers comprising marginalized/ vulnerable groups?

The Company sources materials from MSMEs on a case-to-case basis, which may include marginalized or vulnerable groups, considering that company has got 4 manufacturing facilities in different areas in India. Suppliers around the manufacturing areas are also evaluated as part of the framework.

- From which marginalized/ vulnerable groups do you procure?

Not applicable

- What percentage of total procurement (by value) does it constitute?

Not applicable

- Details of the benefits derived and shared from the intellectual properties owned or acquired by your entity (in financial year 2023-24), 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
Not applicable				

- 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 Case	Corrective action taken
Not Applicable		

6. Details of beneficiaries of CSR Projects:

S. No.	CSR Project	No. of persons benefited from CSR Projects	% Beneficiaries from vulnerable & marginalized groups
1	Arogyadhama - Arogyadhama is a state-of-the-art healthcare facility that has been serving the community for over a decade. Located at Suragajakkanahalli, it caters to a population of over 12,500 across 10 villages, offering comprehensive Preventive, Promotive, and Curative healthcare services. The facility is equipped with essential healthcare infrastructure, including X-ray, ultrasound scan, pharmacy, minor operation theatre (OT), and pathology laboratory. It also hosts a range of specialty clinics, such as general medicine, dentistry, gynecology, pediatrics, and ophthalmology.	10,350	100%
2	Siva Sakthi Homes - The Siva Sakthi Sathya Sai Charitable Trust is a dedicated institution committed to the care and support of intellectually challenged individuals and senior citizens. The Trust operates a branch in Sri Raja Rajeswari Nagar, Bengaluru, which currently houses 28 intellectually challenged residents with conditions ranging from mild to severe. Strides Foundation supports the Trust by sponsoring the annual requirements for groceries and medicines, ensuring the well-being and care of the inmates.	28	100%
3	LeAPS - The Leadership Adoption Program at Schools (LeAPS) aims to provide life skills training to students in Government schools. Currently, we are delivering life skills training at two government schools in Haragadde, while also offering academic support to enhance the overall learning experience for the students and their better academic performance.	643	100%
4	SVRCC - Under our Employability Empowerment Program, in collaboration with Swami Vivekananda Rural Community College, we are providing vocational skills training to the youth from the fisherman community in Puducherry. The selected youth, who are both deserving and motivated, will undergo one year of vocational training tailored to their aptitudes and abilities. This initiative aims to enhance employment opportunities and nurture responsible, skilled citizens from the local fisherman community.	100	100%
5	BVOC - TISS - 3-year Programme to provide hands on experience & higher education to improve the lives of disadvantaged and marginalized youth. The programme enables them to learn the skill through OJT at the shop floor of the industry and also acquire a graduate degree BVOC through classroom training. Bachelor of Vocational Training in Pharma manufacturing (BVOC) is awarded by Tata Institute of Social Sciences to empower youth and build & nurture pharma professionals	30	100%
6	Vidyadhama - Model School Initiative Strides is developing Vidyadhama, a model school for the students of the Government Higher Primary School in Haragadde. This initiative is set to become operational from June 2025. The school is designed to offer state-of-the-art infrastructure, including a composite science laboratory, a Mathematics and Science activity center, smart classrooms, a library, a computer lab, a robotics lab, a space lab, and open-air learning spaces for young children. The initiative aims to create an engaging and future-ready learning environment for government school students.	-	100%

Principle 9:

Business 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.

Strides has a robust complaint management system in place. It follows risk-based approach with defined timelines for each key stage of complaint management. The complaints are logged in and managed till final closure, through a qualified software.

After receipt of complaint (through email, calls, social site & other communication channels) at Strides, each complaint is logged in and assigned a unique complaint number for tracking purpose. An acknowledgement is sent to the complainant and immediate risk assessment of the complaint is carried out. Based upon assessment, necessary corrections and containment actions are taken, along with effective follow-up activities as part of the corrective action plan.

Wherever a potential impact on distributed product is anticipated, the respective regulatory authorities are duly informed as per applicable regulations. A thorough investigation is conducted by an internal cross-functional team comprising of quality, manufacturing, legal, and relevant stakeholders, depending upon the nature of complaint to identify the root cause. Based upon investigation findings a final risk assessment is done and necessary corrective and preventive actions, commensurate with the risk associated with the complaint, are implemented.

Wherever complaints are about adverse events or impact on patient health, such complaints are forwarded to Pharmacovigilance and Medical Affairs team for clinical assessment. After completion of investigations, a response is sent to the complainant including the summary of investigation, the identified root cause(s) and actions taken/ planned as applicable. A period of 15 days is provided for complainant's feedback, before final closure of the complaint.

2. Turnover of products and/services as a percentage of turnover from all products/services that carry information about:

	As percentage to total turnover
Environmental and social parameters relevant to the product	Customer is provided with instructions on dosage and basic knowledge about the science behind the various ingredients added in different products. Strides also provides information on the composition of each ingredient in volume and percentage in the product. Storage instructions and cautionary notes are also provided, wherever required.
Safe and responsible usage	
Recycling and/or safe disposal	
	The Company also displays relevant information on the product labels as per the requirements of national and international drug regulatory bodies.

3. Number of consumer complaints in respect of the following:

	Financial Year 2024-25		Remarks	Financial Year 2023-24		Remarks
	Received	Pending at end of year		Received	Pending at end of year	
Data Privacy	-	-	-	-	-	-
Advertising	-	-	-	-	-	-
Cyber-security	-	-	-	-	-	-
Delivery of essential services	-	-	-	-	-	-
Restrictive Trade Practices	-	-	-	-	-	-
Unfair Trade Practices	-	-	-	-	-	-
Customer Complaints	368	67*	Complaints tracked as per SOP	269	52**	Complaints tracked as per SOP
Other	-	-	-	-	-	-

*As of April 25, 2025, 34 complaints are closed, and for 33 complaints, investigations are in-progress;

**All 52 complaints are closed as of November 2024

4. Details of instances of product recalls on account of safety issues:

	Number	Reasons for recall
Voluntary Recalls	1	Extraneous matter
Forced Recalls	-	-

5. Does the entity have a framework/ policy on cyber security and risks related to data privacy? If available, provide a web-link of the policy.

Risk Management Policy: [Strides' Risk Management Policy](#)

Privacy Statement: https://strides.com/privacy_policy.html

Strides upholds its Information Security Policy and ensures that all staff members receive training on the policy. The policy outlines procedures for safeguarding and managing the Company's information and assets. Additionally, it establishes clear roles and responsibilities for information protection and managing cyber incidents.

Employees are regularly provided with comprehensive training and awareness programs on cybersecurity, ensuring they stay informed about the latest threats, best practices, and organizational policies to effectively safeguard sensitive information and digital assets.

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.

Active monitoring of cyber security for Strides is handled both internally and by third-party experts. Routine reviews are carried out, and necessary steps are taken to enhance the cyber security measures. Employees are educated on data privacy awareness, and new procedures for data privacy requirements are being reviewed and prepared for implementation.

On matters relating to product recall, relevant SoPs have been revised to ensure that contamination related deviation is escalated and addressed more comprehensively.

7. Provide the following information relating to data breaches

a. Number of instances of data breaches

None

b. Percentage of data breaches involving personally identifiable information of customers

None

c. Impact, if any, of the data breaches

None

Leadership Indicators

1. **Channels/ platforms where information on products and services of the entity can be accessed (provide web link, if possible)**

Details of Strides' products can be assessed/seen on the website, viz., www.strides.com

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/ or services**

All our products have a product information leaflet provided, this document covers all aspects on the product usage, the potential side effects, and precautionary note.

3. **Mechanism in place to inform consumers of any risk of disruption/ discontinuation of essential services.**

In the unlikely event of possible disruption or discontinuation of product supply, the respective Customers are informed as per applicable Technical Agreement and the Regulatory Authorities are informed, as per applicable statutory requirements.

4. a. **Does the entity display product information on the product over and above what is mandated as per the local laws? If "Yes", provide details in brief.**

The company provides detailed product booklet and information is available in public domain for consumer knowledge.

- b. **Did your entity carry out any survey about customer satisfaction relating to the major products/ services of the entity, significant locations of operation of the entity or the entity as a whole?**

The company has not carried out any customer satisfaction survey in the FY 2025.

For and on behalf of Board of Directors

Arun Kumar

Non-Executive Director &
Chairperson of the Board
DIN: 00084845

Badree Komandur

Managing Director & Group CEO
DIN: 07803242

Date: May 22, 2025

Place: Bengaluru

Independent Auditor's Report

To the Members of Strides Pharma Science Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Strides Pharma Science Limited (hereinafter referred to as the "Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), its associates and its joint venture, which comprise the consolidated balance sheet as at 31 March 2025, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

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 of such subsidiaries as were audited by the other auditors, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and in the context of the overriding effect of the provision in the Scheme of Arrangement as approved by the National Company Law Tribunal ('NCLT'), regarding accounting of demerger of CDMO and Soft Gelatin business from the specified retrospective appointed date give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group, its associates and joint venture as at 31 March 2025, of its consolidated profit and other comprehensive income, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group, its associates and joint venture in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute

of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us along with the consideration of reports of the other auditors referred to in paragraph (a) of the "Other Matters" section below, is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Emphasis of Matter

a. We draw attention to Note 40.1 to the consolidated financial statements regarding the Scheme of Arrangement ('Scheme') for demerger of CDMO and Soft Gelatin business of the Holding Company which has been described in the aforesaid note. The Scheme has been approved by the NCLT vide its order dated 14 November 2024 with appointed date of 01 April 2024 and a certified copy has been filed by the Holding Company with the Registrar of Companies, Mumbai, on 27 November 2024. In accordance with the Scheme approved by the NCLT, the Group has given effect to the Scheme from the retrospective appointed date specified therein i.e. 01 April 2024 which overrides the relevant requirement of Appendix A to Ind AS 10 (according to which the scheme would have been accounted for from the date the Proposed Scheme is approved by the NCLT i.e. on 14 November 2024 and it is no longer at the discretion of the Holding Company to recognise the liability to pay dividend for non-cash assets distributed to owners as per the aforesaid standard). The financial impact of the aforesaid treatment has been disclosed in the aforesaid note.

Our opinion is not modified in respect of this matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment and based on the consideration of reports of other auditors on separate financial statements/financial information of components audited by them, 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.

Impairment testing of goodwill and intangible assets

Refer Material Accounting Policies and notes 7 and 8 to consolidated financial statements

The key audit matter	How the matter was addressed in our audit
The Group has non-current assets of Rs. 29,498 million as at 31 March 2025 including goodwill, intangible assets and intangible assets under development. The impairment testing of these within CGUs was considered to be a key audit matter due to the complexity of the accounting requirements and the significant judgement involved to estimate the recoverable amount. The recoverable amount of the CGUs which is the value in use has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted-average cost of capital. Changes in these assumptions, could lead to an impact on the recoverable value of the CGUs and accordingly impairment provision.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: - Assessed the design, implementation and operating effectiveness of the Group's controls around the impairment testing of carrying value of such assets; - Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Group, in particular for weighted average cost of capital, terminal growth rate, etc. This is based on our knowledge of the Group and the markets in which the CGUs operate; - Evaluated the assumptions applied to key inputs such as sales growth, operating costs, weighted average cost of capital and terminal growth rates and verified overall mathematical accuracy of calculations; - Performed a retrospective analysis of the accuracy of the Group's past projections by comparing historical forecast to actual results; - Tested the Group's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. - Assessed the adequacy and appropriateness of the disclosures in the consolidated financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Chargebacks, rebates, returns, other adjustments and related accruals ("gross to net sales adjustments")

Refer Material Accounting Policies and notes 16, 25 and 28 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
A significant portion of Group's sales are made to customers in the United States of America ("USA") under certain commercial and governmental reimbursement schemes and mandated contracts. These arrangements provide for significant amount of chargebacks, rebates, medicaid and other related accruals (collectively known as 'gross-to-net' sales adjustments). The Group also provides a general right of return to its customers for these products sold in the USA. These arrangements result in deductions to gross sales and give rise to obligations for the Group to provide customers with allowances, which for unsettled amounts are recognised as an accrual. This was an area of focus in our audit because arrangements are of significant value, inherently complex and computation of accrual requires significant judgement and estimation by the Group. This judgement is particularly complex in USA in which competitive pricing pressure and multi-layered product discounting are increasingly prevalent.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: - Assessed the design and implementation of the relevant key controls in respect of 'gross-to-net' sales adjustments. - Obtained the computation for year-end accruals and tested the assumptions used by reference to the Group's stated commercial policies, applicable contracts, stock lying at wholesalers and historical product returns and other claims / allowance. - We performed test of details on the actual claims processed for wholesalers during the year towards chargebacks, rebates, sales return and other allowances etc. - Tested the historical data with respect to claims processed for sales return, chargebacks, rebates, Medicaid and other allowances. - Performed analytical procedures on 'gross-to-net' sales adjustments recognised during the year to identify any unusual variances / relationships, if any. - For each of the estimated accruals, tested the mathematical accuracy of the computation and verified completeness and accuracy of the underlying data.

Demerger of CDMO and Soft Gelatin business

Refer Material Accounting Policies and note 40.1 to the consolidated financial statements

The key audit matter	How the matter was addressed in our audit
During the current year, the Group has demerged its CDMO and Soft Gelatin business ("Demerged business") pursuant to the Scheme of Arrangement ("Scheme") approved by the National Company Law Tribunal ("NCLT") on 14 November 2024 with an appointed date of April 1, 2024. Upon filing with the Registrar of Companies, the Scheme became effective from 27 November 2024. Pursuant to the approval by the NCLT, the demerged business has been presented as discontinued operations in the consolidated financial statements as it meets the requirement of such presentation in accordance with Ind AS 105. The demerger has been accounted for as per the guidance in Appendix A of Ind AS 10 (Distribution of Non- cash assets to the owners) resulting in a gain from discontinued operations of Rs. 31,881 million. Consequently, there is a significant impact on the measurement and presentation of such demerger in the consolidated financial statements. This required significant judgement from the management in achieving such measurement and presentation objectives, including but not limited to valuation of the underlying businesses for the purpose of identifying share entitlement ratio and appropriate allocation of assets, liabilities, incomes and expenses of such demerged business. This has been considered as a key audit matter in view of the non-routine nature and magnitude of the transaction, its presentation as a 'discontinued operation' and owing to the above mentioned significant judgement involved.	Our audit procedures included but were not limited to, the following in relation to accounting of Demerger of CDMO and Soft Gelatin business ("Demerged business") - Assessed the design, implementation and operating effectiveness of the internal financial controls relevant to the accounting of the demerger and related disclosures including around discontinued operations. - Read the NCLT order dated 14 November 2024 in respect of approval of the Scheme of Demerger and subsequent filing of the order with Registrar of the Companies, on 27 November 2024. - Reviewed the reasonableness of fairness opinion around the share entitlement ratio obtained by the Management from a Category 1 Merchant Banker - Tested the identification and allocation, both direct and indirect, of assets, liabilities, incomes and expenses between Demerged business and the remaining business of the Group for current year and corresponding year and ensured its completeness by tracing the account balances to Group's books of account. Reviewed that the accounting treatment of this Demerger in the books of account is in accordance with the Scheme and generally accepted accounting principles in India including Indian Accounting Standards notified under the Companies Act, 2013 ("Ind AS"). - Assessed the adequacy and appropriateness of the disclosures in the consolidated financial statements, relating to the discontinued operations, as required by the applicable Ind AS.

Information Other than the Consolidated Financial Statements and Auditor's Report Thereon

The Holding Company's Management and Board of Directors are responsible for the other information. The other information comprises the Management Reports such as Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility and Sustainability Report, but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report, and the remaining sections of the Company's Annual Report, which are expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and we do not 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 identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining sections of Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the applicable laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in term of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group including its associates and joint venture in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the 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 consolidated 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 Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group and of its associates and joint venture are responsible for assessing the ability of each company 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 intends to liquidate the Company 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 and of its associates and joint venture are responsible for overseeing the financial reporting process of each company.

Auditor's Responsibilities 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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required

to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and its associates and joint venture 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 statements/financial information of such entities or business activities within the Group and its associates and joint venture 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/financial information of such entities included in the consolidated financial statements of which we are the independent auditors. For the other entities included in the consolidated financial statements, which have been audited by 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. Our responsibilities in this regard are further described in paragraph (a) of the section titled "Other Matters" in this audit report.

We communicate with those charged with governance of the Holding 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 control 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/financial information of 4 subsidiaries, whose financial statements/financial information reflects total assets (before consolidation adjustments) of Rs. 9,657 million as at 31 March 2025, total revenues (before consolidation adjustments) of Rs. 8,908 million and net cash inflows (before consolidation adjustments) amounting to Rs. 3 million for the year ended on that date, as considered in the consolidated financial statements. These financial statements/financial information 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 sub-section (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, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of the above matter with respect to our reliance on the work done and the reports of the other auditors.

- b. The financial information of 27 subsidiaries, whose financial information reflects total assets (before consolidation adjustments) of Rs. 25,487 million as at 31 March 2025, total revenues (before consolidation adjustments) of Rs. 3,784 million and net cash inflows (before consolidation adjustments) amounting to Rs. 38 million for the year ended on that date, as considered in the consolidated financial statements, have not been audited either by us or by other auditors. The consolidated financial statements also include the Group's share of net profit (and other comprehensive income) of Rs. 18 million for the year ended 31 March 2025, as considered in the consolidated financial statements, in respect of

3 associates and a joint venture, whose financial information have not been audited by us or by other auditors. These unaudited financial information 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, joint venture and associates, and our report in terms of sub-section (3) of Section 143 of the Act in so far as it relates to the aforesaid subsidiaries, joint venture and associates, is based solely on such unaudited financial information. In our opinion and according to the information and explanations given to us by the Management, these financial information are not material to the Group.

Our opinion on the consolidated financial statements, and our report on Other Legal and Regulatory Requirements below, is not modified in respect of this matter with respect to the financial information certified by the Management.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2A. As required by Section 143(3) of the Act, based on our audit and on the consideration of reports of the other auditors on separate financial statements/ financial information of such subsidiaries as were audited by other auditors, as noted in the "Other Matters" paragraph, we report, to the extent applicable, that:
 - a. We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.
 - b. In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books and the reports of the other auditors except for the matters stated in the paragraph 2(B)(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - c. 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 dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.
 - d. In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act read with the overriding effect of the Scheme approved by the NCLT as described in Emphasis of Matter paragraph above.
 - e. On the basis of the written representations received from the directors of the Holding Company dated from 1 April 2025 to 21 April 2025 taken on record by the Board of Directors of the Holding Company and the report of the statutory auditor of its subsidiary company to their respective directors incorporated in India, none of the directors of the Group companies, incorporated in India is disqualified as on 31 March 2025 from being appointed as a director in terms of Section 164(2) of the Act.
 - f. the modification relating to the maintenance of accounts and other matters connected therewith are as stated in the paragraph 2A(b) above on reporting under Section 143(3) (b) and paragraph 2B(f) below on reporting under Rule 11(g) of the Companies (Audit and Auditors) Rules, 2014.
 - g. With respect to the adequacy of the internal financial controls with reference to financial statements of the Holding Company and its subsidiary company incorporated in India and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".
- B. 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, in our opinion and to the best of our information and according to the explanations given to us and based on the consideration of the report of the other auditor on separate financial statements of the subsidiary as noted in the "Other Matters" paragraph:

- a. The consolidated financial statements disclose the impact of pending litigations as at 31 March 2025 on the consolidated financial position of the Group, its associates and joint venture. Refer Note 42 to the consolidated financial statements.
- b. Provision has been made in the consolidated financial statements, as required under the applicable law or Ind AS, for material foreseeable losses, on long-term contracts including derivative contracts. Refer Note 57 to the consolidated financial statements in respect of such items as it relates to the Group, its associates and joint venture.
- c. There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company during the year ended 31 March 2025. Further, there are no amounts which are required to be transferred to the Investor Education and Protection Fund by the subsidiary companies incorporated in India during the year ended 31 March 2025.
- d
 - (i) The respective management of the Holding Company and its subsidiary company incorporated in India whose financial statements have been audited under the Act have represented to us and the other auditor of such subsidiary company that, to the best of their knowledge and belief, as disclosed in the Note 55 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 Holding Company or such subsidiary 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 Holding Company or any of such subsidiary company ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
 - (ii) The respective management of the Holding Company and its subsidiary company incorporated in India whose financial statements have been audited

under the Act have represented to us and the other auditor of such subsidiary company that, to the best of their knowledge and belief, as disclosed in the Note 55 to the consolidated financial statements, no funds have been received by the Holding Company or such subsidiary company from any person(s) or entity(ies), including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or any of such subsidiary 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 Parties ("Ultimate Beneficiaries") or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.

- (iii) Based on the audit procedures that have been considered reasonable and appropriate in the circumstances performed by us and that performed by the auditor of the subsidiary company incorporated in India whose financial statements have been audited under the Act, nothing has come to our or other auditor 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 (i) and (ii) above, contain any material misstatement.
- e. The final dividend paid by the Holding Company incorporated in India during the year in respect of the same declared for the previous year is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.

As stated in note 56 to the consolidated financial statements, the Board of Directors of the Holding Company have proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.

Further, the subsidiary companies incorporated in India have neither declared nor paid any dividend during the year.

- f. Based on our examination which included test checks and that performed by the auditor of the subsidiary company incorporated in India whose financial statements has been audited under the Act, except for the instances mentioned below, the Holding Company and its subsidiary company have used accounting softwares for maintaining its books of account which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective softwares:

– In respect of the Holding Company, the feature of audit trail (edit log) facility was not enabled at the database level to log any direct data changes for accounting software used for consolidation for the period 1 April 2024 to 26 December 2024.

Further, for the periods where audit trail (edit log) facility was enabled for the respective accounting softwares, we did not come across any instance of the audit trail feature being tampered with.

Additionally, where audit trail (edit log) facility was enabled, the audit trail has been preserved by the Holding Company and its subsidiary company as per the statutory requirements for record retention.

- C. With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us and based on the report of the statutory auditor of such subsidiary company incorporated in India which was not audited by us, the remuneration paid/payable during the current year by the Holding Company and such subsidiary company to their respective directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid/payable by the Holding Company and its subsidiary company to their respective directors is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

G Prakash

Partner

Membership No.: 099696

ICAI UDIN:25099696BMOOJG3237

Place: Bangalore

Date: 22 May 2025

Annexure A to the Independent Auditor's Report on the Consolidated Financial Statements of Strides Pharma Science Limited for the year ended 31 March 2025

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) In our opinion and according to the information and explanations given to us, following companies incorporated in India and included in the consolidated financial statements, have unfavourable remarks, qualification or adverse remarks given by the respective auditors in their reports under the Companies (Auditor's Report) Order, 2020 (CARO):

Sl. No.	Name of the entities	CIN	Holding Company/Subsidiary	Clause number of the CARO report which is unfavourable or qualified or adverse
1	Strides Pharma Science Limited	L24230MH1990 PLC057062	Holding Company	(i)(c), (iii)(e), (vii)

The above does not include comments, if any, in respect of the following entities as the CARO report relating to them has not been issued by its auditor till the date of principal auditor's report.

Name of the entities	CIN	Subsidiary/ JV/ Associate
Strides Consumer Private Limited	U24100MH2017PTC292022	Subsidiary

Place: Bangalore
Date: 22 May 2025

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No.:101248W/W-100022

G Prakash
Partner
Membership No.: 099696
ICAI UDIN:25099696BM00JG3237

Annexure B to the Independent Auditor's Report on the consolidated financial statements of Strides Pharma Science Limited for the year ended 31 March 2025

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(g) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Strides Pharma Science Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2025, we have audited the internal financial controls with reference to financial statements of the Holding Company and such companies incorporated in India under the Act which are its subsidiary companies, as of that date.

In our opinion and based on the consideration of report of the other auditor on internal financial controls with reference to financial statements of a subsidiary company, as was audited by the other auditor, the Holding Company and such company incorporated in India which is its subsidiary company, have, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The respective Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the respective company considering the essential components of internal control stated in the Guidance Note. 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 Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to 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 financial statements were 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 financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to 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 consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained and the audit evidence obtained by the other auditor of the relevant subsidiary company in terms of their report referred to in the Other Matter(s) paragraph below, is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect

the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

Other Matter

Our aforesaid report under Section 143(3)(i) of the Act on the adequacy and operating effectiveness of the internal financial controls with reference to financial statements in so far as it relates to one subsidiary company, which is a company incorporated in India, is based on the corresponding report of the auditor of such company incorporated in India.

The internal financial controls with reference to financial statements in so far as it relates to two subsidiary companies, which are companies incorporated in India and included in these consolidated financial statements, have not been audited either by us or by other auditors. In our opinion and according to the information and explanations given to us by the Management, such unaudited subsidiary companies are not material to the Holding Company.

Our opinion is not modified in respect of above matter.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

G Prakash

Partner

Membership No.: 099696

ICAI UDIN:25099696BM00JG3237

Place: Bangalore

Date: 22 May 2025

Consolidated Balance Sheet

as at March 31, 2025

₹ In Million

	Note No.	31-Mar-25	31-Mar-24
A ASSETS			
I Non-current assets			
(a) Property, plant and equipment	4 (i)	8,111.77	7,891.68
(b) Capital work-in-progress	4 (ii)	996.46	798.79
(c) Right-of-use assets	5 (i)	695.15	894.99
(d) Investment property	6	111.74	118.99
(e) Goodwill	7	5,465.72	5,294.11
(f) Other intangible assets	8 (i)	4,608.54	4,451.00
(g) Intangible assets under development	8 (ii)	1,071.12	820.15
(h) Investments accounted for using the equity method	9(i)	106.79	1,892.97
(i) Financial assets			
(i) Investments	9(ii)	3,290.29	76.31
(ii) Loans	10(i)	-	500.00
(iii) Other financial assets	11(i)	1,668.17	1,916.67
(j) Deferred tax assets (net)	12	2,691.33	2,673.46
(k) Other tax assets (net)	13	237.89	1,135.90
(l) Other non-current assets	14(i)	443.17	242.54
Total non-current assets		29,498.14	28,707.56
II Current assets			
(a) Inventories	15	12,775.71	11,262.40
(b) Financial assets			
(i) Investments	9(iii)	695.00	1,057.58
(ii) Trade receivables	16	12,029.41	11,418.74
(iii) Cash and cash equivalents	17	1,125.64	1,610.20
(iv) Other balances with banks	18	242.19	301.46
(v) Loans	10(ii)	104.46	127.34
(vi) Other financial assets	11(ii)	1,742.99	1,195.07
(c) Other current assets	14(ii)	2,273.71	2,717.20
Total current assets		30,989.11	29,689.99
TOTAL ASSETS		60,487.25	58,397.55
B EQUITY AND LIABILITIES			
I Equity			
(a) Equity share capital	19	921.63	919.00
(b) Other equity	20	24,596.68	20,336.65
Equity attributable to owners of the Company		25,518.31	21,255.65
Non- controlling interests	21	346.33	(538.57)
Total Equity		25,864.64	20,717.08
II Liabilities			
1 Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	22(i)		
- Borrowings U.S. revolver facility		4,191.09	3,676.44
- Borrowings others		1,521.35	3,038.55
(ii) Lease liabilities	5 (ii)	514.58	716.35
(iii) Other financial liabilities	23(i)	147.47	136.81
(b) Provisions	25(i)	1,139.38	916.30
(c) Deferred tax liabilities (net)	12	1,193.56	403.45
Total non-current liabilities		8,707.43	8,887.90
2 Current liabilities			
(a) Financial liabilities			
(i) Borrowings	22(ii)	12,243.69	17,430.26
(ii) Lease liabilities	5 (ii)	325.62	307.05
(iii) Trade payables	26		
(a) total outstanding dues of micro enterprises and small enterprises and		319.33	348.77
(b) total outstanding dues of creditors other than micro enterprises and small enterprises		10,005.65	8,167.12
(iv) Other financial liabilities	23(ii)	1,067.66	730.79
(b) Other current liabilities	24	800.77	689.17
(c) Provisions	25(ii)	812.09	715.25
(d) Current tax liabilities (net)	27	340.37	404.16
Total current liabilities		25,915.18	28,792.57
Total liabilities		34,622.61	37,680.47
TOTAL EQUITY AND LIABILITIES		60,487.25	58,397.55

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Vikesh Kumar
Group CFO

Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515



Consolidated Statement of Profit and Loss

for the year ended March 31, 2025

₹ In Million

	Note No.	31-Mar-25	31-Mar-24
A. Continuing operations:			
I Revenue from operations	28	45,653.35	38,901.26
II Other income	29	587.22	397.01
III Total Income (I+II)		46,240.57	39,298.27
IV Expenses			
(a) Cost of materials consumed		14,758.92	11,511.44
(b) Purchases of stock-in-trade		6,880.82	5,548.41
(c) Changes in inventories of finished goods, stock-in-trade and work-in-progress	30	(1,840.07)	430.67
(d) Employee benefits expense	31	8,627.58	7,370.48
(e) Finance costs	32	2,488.51	2,802.24
(f) Depreciation and amortisation expense	33	1,922.60	2,136.42
(g) Other expenses	34	9,197.98	8,216.41
Total Expenses (IV)		42,036.34	38,016.07
V Profit / (loss) before exceptional items and tax (III - IV)		4,204.23	1,282.20
VI Exceptional items	35	646.61	(1,890.45)
VII Profit / (loss) before tax (V + VI)		4,850.84	(608.25)
VIII Share of profit/(loss) of joint ventures and associates, net of taxes	54	18.37	(539.67)
IX Profit / (loss) before tax (VII + VIII)		4,869.21	(1,147.92)
X Tax expense:	36		
(a) Current tax		469.09	323.74
(b) Deferred tax		306.07	(32.62)
Total tax expense (X)		775.16	291.12
XI Profit / (loss) after tax from continuing operations (IX - X)		4,094.05	(1,439.04)
B. Discontinued operations	40		
(i) Loss from discontinued operations		-	(21.50)
(ii) Gain/(Loss) on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)		31,881.07	542.20
(iii) Tax expense of discontinued operations		-	(24.78)
XII Profit / (loss) after tax from discontinued operations		31,881.07	495.92
XIII Profit / (loss) for the year (XI + XII)		35,975.12	(943.12)
XIV Other comprehensive income	37		
A (i) Items that will not be reclassified to statement of profit and loss		1,849.70	(578.98)
(ii) Income tax relating to items that will not be reclassified to statement of profit and loss		(461.23)	19.37
B (i) Items that may be reclassified to statement of profit and loss		117.88	30.42
(ii) Income tax relating to items that may be reclassified to statement of profit and loss		(8.23)	(17.85)
Total other comprehensive income for the year, net of tax (XIV)		1,498.12	(547.04)
XV Total comprehensive income for the year (XIII + XIV)		37,473.24	(1,490.16)
Profit / (loss) for the period attributable to:			
- Owners of the Company		35,934.55	(706.12)
- Non-controlling interests		40.57	(237.00)
		35,975.12	(943.12)
Other comprehensive income for the year			
- Owners of the Company		1,470.66	(540.70)
- Non-controlling interests		27.46	(6.34)
		1,498.12	(547.04)
Total comprehensive income for the year			
- Owners of the Company		37,405.21	(1,246.82)
- Non-controlling interests		68.03	(243.34)
		37,473.24	(1,490.16)
Earnings per equity share (of ₹ 10/- each) (for continuing operations):	48		
(1) Basic		44.05	(13.21)
(2) Diluted		44.05	(13.21)
Earnings per equity share (of ₹ 10/- each) (for discontinued operations):	48		
(1) Basic		346.49	5.45
(2) Diluted		346.45	5.44
Earnings per equity share (of ₹ 10/- each) (for total operations):	48		
(1) Basic		390.55	(7.76)
(2) Diluted		390.50	(7.76)

The accompanying notes are an integral part of the consolidated financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Vikesh Kumar
Group CFO

Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

A. Equity share capital

Particulars	Notes	Amount
Balance as at April 1, 2023		903.03
Changes in equity share capital due to prior period errors		-
Restated balance as at April 1, 2023		903.03
Changes in equity share capital during the year		
Shares issued pursuant to exercise of stock options	45	0.49
Shares issued pursuant to conversion of share warrants		15.48
Balance as at March 31, 2024		919.00
Changes in equity share capital during the year		
Shares issued pursuant to exercise of stock options	45	2.63
Balance as at March 31, 2025		921.63

B. Other equity

Particulars	Notes	Share application money pending allotment	Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Re measurement of the defined benefit liabilities / (asset)	Money received against share warrants	Equity attributable to owners of the Company	Non - controlling interests	Total
Balance as at April 1, 2023		-	357.27	17,544.50	601.61	23.17	(4,063.14)	4,040.26	(2,003.27)	(1,300.04)	(12.42)	5,954.91	(94.30)	171.00	21,219.55	(393.75)	20,825.80
Adjusted balance as at April 1, 2023		-	357.27	17,544.50	601.61	23.17	(4,063.14)	4,040.26	(2,003.27)	(1,300.04)	(12.42)	5,954.91	(94.30)	171.00	21,219.55	(393.75)	20,825.80
Profit for the year		-	-	-	-	-	-	-	(706.12)	-	-	-	-	-	(706.12)	(237.00)	(943.12)
Other comprehensive income for the year (net of tax)		-	-	-	-	-	-	-	-	(523.41)	33.23	(14.32)	(36.20)	-	(540.70)	(6.34)	(547.04)
Total comprehensive income		-	-	-	-	-	-	-	(706.12)	(523.41)	33.23	(14.32)	(36.20)	-	(1,246.82)	(243.34)	(1,490.16)
Transactions with owners of the Company																	
Contributions and distributions																	

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

B. Other equity (contd)

₹ In Million																		
Particulars	Notes	Reserves and Surplus							Items of other comprehensive income							Equity attributable to owners of the Company	Non-controlling interests	Total
		Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)	Money received against share warrants					
Dividend		-	-	-	-	-	-	(135.50)	-	-	-	-	-	(135.50)	-	(135.50)		
Money received against share warrants		-	-	-	-	-	-	-	-	-	-	513.00	513.00	-	-	513.00		
Receipt of share application money		1.20	-	-	-	-	-	-	-	-	-	-	-	1.20	-	1.20		
Issue of shares on exercise of stock options	45	-	20.06	-	(8.02)	-	-	-	-	-	-	-	-	12.04	-	12.04		
Issue of shares on conversion of share warrants		-	668.52	-	-	-	-	-	-	-	-	(684.00)	(15.48)	-	-	(15.48)		
Transferred to general reserve on stock options lapse		-	-	-	(1.30)	-	1.30	-	-	-	-	-	-	-	-	-		
Employee stock compensation expenses	45	-	-	-	15.86	-	-	-	-	-	-	-	15.86	-	-	15.86		
Pursuant to exchange movement		-	-	-	-	-	-	-	-	-	-	-	-	(8.70)	-	(8.70)		
Total Contributions and distributions		1.20	-	688.58	-	6.54	-	1.30	(135.50)	-	-	(171.00)	391.12	(8.70)	382.42			
Changes in ownership interests																		
Pursuant to business combinations	39	-	(27.20)	-	-	-	-	-	-	-	-	-	(27.20)	98.54	-	71.34		
Pursuant to gain/(loss) of non-controlling interest	40.3	-	-	-	-	-	-	-	-	-	-	-	-	8.68	-	8.68		
Total Changes in ownership interests		-	(27.20)	-	-	-	-	-	-	-	-	-	(27.20)	107.22	80.02			
Balance as at March 31, 2024		1.20	330.07	18,233.08	601.61	29.71	(4,063.14)	4,041.56	(2,844.89)	(1,823.45)	20.81	5,940.59	(130.50)	-	20,336.65	19,798.08		

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

B. Other equity (contd)

₹ In Million																	
Particulars	Notes	Reserves and Surplus					Items of other comprehensive income							Non - controlling interests	Total		
		Share application money pending allotment	Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)			Money received against share warrants	Equity attributable to owners of the Company
Balance as at March 31, 2024		1.20	330.07	18,233.08	601.61	29.71	(4,063.14)	4,041.56	(2,844.89)	(1,823.45)	20.81	5,940.59	(130.50)	-	20,336.65	(538.57)	19,798.08
Profit for the year		-	-	-	-	-	-	-	35,934.55	-	-	-	-	-	35,934.55	40.57	35,975.12
Other comprehensive income for the year (net of tax)		-	-	-	-	-	-	-	-	1,445.27	15.32	66.87	(56.81)	-	1,470.65	27.46	1,498.11
Total comprehensive income		-	-	-	-	-	-	-	35,934.55	1,445.27	15.32	66.87	(56.81)	-	37,405.20	68.03	37,473.23
Transactions with owners of the Company																	
Contributions and distributions																	
Dividend		-	-	-	-	-	-	-	(229.90)	-	-	-	-	-	(229.90)	-	(229.90)
Issue of shares on exercise of stock options	45	(1.20)	-	100.12	-	(40.53)	-	-	-	-	-	-	-	-	58.39	-	58.39
Transferred to general reserve on stock options lapse		-	-	-	-	(0.14)	-	0.14	-	-	-	-	-	-	-	-	-
Employee stock compensation expenses	45	-	-	-	-	16.09	-	-	-	-	-	-	-	-	16.09	-	16.09
Pursuant to exchange movement		-	-	-	-	-	-	-	-	-	-	-	-	-	-	(50.40)	(50.40)
Total Contributions and distributions		(1.20)	-	100.12	-	(24.58)	-	0.14	(229.90)	-	-	-	-	-	(155.42)	(50.40)	(205.82)
Changes in ownership interests																	

₹ In Million

Consolidated Statement of Changes in Equity

for the year ended March 31, 2025

B. Other equity (contd)

₹ In Million																					
Particulars	Notes	Reserves and Surplus							Items of other comprehensive income										Non-controlling interests	Equity attributable to owners of the Company	Total
		Share application money pending allotment	Capital reserve	Securities premium	Capital redemption reserve	Share options outstanding account	Equity for gross obligation liability	General reserve	Retained earnings	FVOCI equity investments reserve	Cash flow hedging reserve	Foreign currency translation reserve	Remeasurement of the defined benefit liabilities / (asset)	Money received against share warrants							
Pursuant to acquisition of non-controlling interest in subsidiary	39	-	(963.19)	-	-	-	-	-	-	-	-	-	-	-	-	(963.19)	867.27	(95.92)			
Pursuant to scheme of demerger	40.1	-	-	(3,755.99)	-	-	-	(28,270.55)	-	-	-	-	-	-	-	(32,026.54)	-	(32,026.54)			
Pursuant to scheme of merger	50.2	-	(517.28)	517.28	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Total Changes in ownership interests		-	(1,480.47)	(3,238.71)	-	-	-	(28,270.55)	-	-	-	-	-	-	-	(32,989.73)	867.27	(32,122.46)			
Balance as at March 31, 2025		-	(1,150.40)	15,094.49	601.61	5.13	(4,063.14)	4,041.70	4,589.21	(378.18)	36.13	6,007.46	(187.31)	-	-	24,596.70	346.33	24,943.03			

As per our report of even date attached

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration Number:

101248W/ W-100022

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar

Non-Executive Director & Chairperson

DIN: 00084845

Badree Komandur

Managing Director & Group CEO

DIN: 07803242

G Prakash

Partner

Membership Number: 099696

Bengaluru, May 22, 2025

Vikesh Kumar

Group CFO

Bengaluru, May 22, 2025

Manjula R.

Company Secretary

Membership Number: A30515

Consolidated Statement of Cash Flow

for the year ended March 31, 2025

	₹ In Million	
	31-Mar-25	31-Mar-24
Cash flow from operating activities		
Profit / (loss) before tax from:		
Continuing operations	4,869.21	(1,147.92)
Discontinued operations	31,881.07	520.70
	36,750.28	(627.22)
Adjustments for:		
- Depreciation and amortisation expense	1,922.60	2,206.83
- Share of (gain)/loss of joint ventures and associates	(18.37)	1,757.36
- Gain on sale of property, plant and equipment, other intangible assets and investment property (net)	(40.95)	(14.32)
- Share based compensation expense	16.09	15.86
- Business combination and restructuring expenses	(52.03)	(24.81)
- Fair valuation of investment	(1,021.14)	-
- Interest expense on borrowings and others	2,488.51	3,144.45
- Interest and dividend income	(479.63)	(304.26)
- Gain on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)	(31,881.07)	(542.20)
- Rental income from investment property	(21.01)	(17.93)
- Liability / provision no longer required written back	-	(0.76)
- Loss allowance on trade receivables	10.85	175.67
- Impairment and write down of assets	0.05	1,575.06
- Loss on lease modifications	-	2.91
- Net unrealised exchange loss / (gain) (net)	136.42	208.86
Operating profit / (loss) before working capital changes	7,810.60	7,555.50
Changes in working capital		
Decrease / (Increase) in trade and other receivables	(516.33)	390.90
Decrease / (Increase) in inventories	(2,170.20)	307.04
(Decrease)/Increase in trade and other payables	1,049.28	(1,485.26)
Net change in working capital	(1,637.25)	(787.32)
Cash generated from operations	6,173.35	6,768.18
Income taxes refund received	670.39	242.47
Net cash flow generated from operating activities	6,843.74	7,010.65
Cash flow from investing activities		
Acquisition of property, plant and equipment, investment property and intangible assets, including capital advance	(2,424.98)	(1,181.51)
Proceeds from sale of property, plant and equipment, investment property and intangible assets (net of expenses)	681.03	888.06
Short-term investments in funds	(41.32)	(541.91)
Purchase of long-term investments including investment in associates	-	(151.19)
Consideration paid towards business combinations, net of cash acquired	(78.77)	(58.78)
Proceeds from sale of investment in mutual funds	415.29	-
Proceeds from sale of investments	-	18.02
Outflow on account of discontinued operations	-	(79.95)
Deferred consideration received from sale of business	-	66.69
Loan given to/returned by others	439.64	(541.69)
Rent deposit given	(0.03)	-
Proceeds from / (investments in) fixed deposits with maturity of more than 3 months, net	(42.22)	(90.88)



Consolidated Statement of Cash Flow

for the year ended March 31, 2025

		₹ In Million	
		31-Mar-25	31-Mar-24
Rental income from investment property		21.01	17.93
Interest and dividends received (net of tax on dividend)		133.46	152.71
Net cash utilised in investing activities	B	(896.89)	(1,502.50)
Cash flow from financing activities			
Proceeds from issue of equity shares		61.02	13.74
Proceeds from issue of share warrants		-	513.00
Proceeds from long-term borrowings		1,291.49	1,073.17
Repayment of long-term borrowings		(3,201.43)	(4,222.70)
Net increase / (decrease) in U.S revolver facility		422.34	(3,119.50)
Net increase / (decrease) in working capital and short-term borrowings		(2,030.34)	2,424.47
Lease payments (Principal)		(242.80)	(374.75)
Lease payments (Interest)		(90.96)	(183.59)
Dividends paid		(229.90)	(135.17)
Interest paid on borrowings		(2,405.23)	(2,921.90)
Net cash (utilised in) / generated from financing activities	C	(6,425.81)	(6,933.23)
Net decrease in cash and cash equivalents	(A+B+C)	(478.96)	(1,425.08)
Cash and cash equivalents at the beginning of the year		1,610.20	3,035.01
Effect of exchange differences on restatement of foreign currency cash and cash equivalents		(5.38)	1.62
Cash and cash equivalents transferred on account of demerger (Refer note 40.1)		(0.22)	-
Cash and cash equivalents pursuant to loss of control in a subsidiary		-	(1.35)
Cash and cash equivalents at the end of the year *		1,125.64	1,610.20
* Comprises:			
Cash on hand		2.65	1.92
Balance with banks:			
- In current accounts		921.42	603.73
- In deposit accounts		48.52	727.16
- Funds-in-transit		153.05	277.39
Total		1,125.64	1,610.20

Notes:

- (i) The consolidated cash flow statement reflects the combined cash flows pertaining to continuing and discontinued operations. Refer note 40 for cash flows from discontinued operations.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Vikesh Kumar
Group CFO
Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

1 General information

Strides Pharma Science Limited (the 'Company' or 'Strides') and its subsidiaries (together referred to as the 'Group') are into the development and manufacture of pharmaceutical products. The Company has its registered office situated at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703 with corporate office in Bengaluru, India and operates across many countries spreading across developed and emerging markets. Strides is listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India.

2 Basis of preparation of consolidated financial statements

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

These consolidated Ind AS financial statements ('consolidated financial statements') were approved by the Board of Directors and authorised for issue on May 22, 2025.

2.1 Statement of compliance

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

2.2 Functional and presentation currency

These consolidated financial statements are presented in Indian rupees (INR), which is also the functional currency of the parent Company. All amounts have been rounded-off to the nearest million, unless otherwise indicated. In respect of subsidiaries and associates whose operations are carried out with significant degree of autonomy, the functional currency has been determined to be the currency of the primary economic environment in which the entity operates

2.3 Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for the following items:

- Certain financial assets and liabilities (including derivative instruments) are measured at fair value; and

- Net defined benefit assets/(liability) are measured at fair value of plan assets, less present value of defined benefit obligation;

2.4 Basis of consolidation

The consolidated financial statements includes the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries and Group's interest in associates and joint ventures. Control is achieved when the Group:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Group reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Group has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally. The Group considers all relevant facts and circumstances in assessing whether or not the Group's voting rights in an investee are sufficient to give it power, including:

- the size of the Group's holding of voting rights relative to the size and dispersion of holdings of the other vote holders;
- potential voting rights held by the Group, other vote holders or other parties;
- rights arising from other contractual arrangements; and
- any additional facts and circumstances that indicate that the Group has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss from the date the Group gains

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

control until the date when the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non-controlling interests. Total comprehensive income of subsidiaries is attributed to the owners of the Company and to the non-controlling interests even if this results in the non-controlling interests having a deficit balance.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

The 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.

Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to owners of the Company.

When the Group loses control of a subsidiary, a gain or loss is recognised in statement of profit and loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non-controlling interests. All amounts previously recognised in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to statement of profit and loss or transferred to another category

of equity as specified/permitted by applicable Ind AS). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under Ind AS 109, or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Refer note 50 for details of subsidiaries considered in these consolidated financial statements.

2.5 Use of estimates and judgements

The preparation of the consolidated financial statements in conformity with Ind AS requires management to make estimates, judgements and assumptions. These estimates, judgements and assumptions 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 changes are made and, if material, their effects are disclosed in the notes to the consolidated financial statements.

2.5.1 Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 2.2 — Assessment of functional currency;
- Note 3.5 — Revenue recognition: whether revenue from sale of product and services is recognised overtime or at a point of time;
- Note 3.6.2 — Whether an agreement contains a lease;
- Note 3.18 and 51 — Financial instruments;
- Note 3.12, 3.13 and 3.14— Useful lives of property, plant and equipment, intangible assets and investment property;
- Note 3.11 and 42— Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets;
- Note 45 — Share based payments;

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

2.5.2 Control over subsidiaries

The following entities are considered subsidiaries of the Group even though the Group and non-controlling interests have about 50% of the ownership interest and the voting rights in such entities:

Name of the entities	Proportion of ownership interest and voting power held by the Group	
	31-Mar-25	31-Mar-24
1. UCL Brands Limited (Refer Note 50.2.1)	51.00%	51.00%
2. Trinity Pharma (Pty) Limited	51.76%	51.76%
3. Apollo Life Sciences Holdings (Pty) Limited	51.76%	51.76%
4. Strides Pharma (SA) Pty Ltd.	51.76%	51.76%

The management of the Group assessed whether or not the Group has control over the above mentioned entities based on whether the Group has the practical ability to direct the relevant activities of such entities unilaterally. Based on such assessment, the directors concluded that the Group has sufficient management rights to unilaterally direct the relevant activities of such entities and therefore the Group has control.

2.6 Assumption and estimation uncertainty

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment in the year ending March 31, 2025 is included in the following notes:

- Note 12, 36 — Income taxation including recognition of deferred tax assets; availability of future taxable profits against which deductible temporary differences and tax losses carried forward can be utilised
- Note 28 — accruals for charge backs, rebates and sales returns;
- Note 11 — impairment of financial assets;
- Note 7, 9 — Impairment of non financial assets
- Note 42 — Recognition and measurement of Provisions and Contingent liability
- Note 46 — measurement of defined benefit obligation; key actuarial assumptions;

- Note 2.9 — Measurement of fair value of assets
- Note 3.15 — Impairment testing for non-financial assets.
- Note 3.16 — Provision for inventory obsolescence
- Note 3.12 and Note 3.14 — Useful lives of Property, Plant and Equipments and Intangible assets

2.7 Operating cycle

As mentioned in para 1 above under 'Corporate information', the Group is into development and manufacture of pharmaceutical products. 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 3 years to 5 years and 12 months relating to research and development activities and manufacturing of pharmaceutical products respectively. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be.

2.8 Cash flow statement

Cash flows are reported using indirect method, whereby net profits before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Group are segregated.

2.9 Measurement of fair values

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).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

The Group has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Group regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

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.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 45 — share based payments;
- Note 6 — investment property
- Note 3.18 and 51 — financial instruments;

3 Material accounting policy information

3.1 Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree and the equity interests issued by the Group in exchange of control of the acquiree. Acquisition-related costs are generally recognised in statement of profit and loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 Income Taxes and Ind AS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Group entered into to replace share-based payment arrangements of the acquiree are measured in accordance with Ind AS 102 Share-based Payment at the acquisition date (see note 3.10.2); and
- assets (or disposal groups) that are classified as held for sale in accordance with Ind AS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non-controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquiree (if any) over the net of the acquisition-date amounts of the identifiable assets acquired and the liabilities assumed.

In case of a bargain purchase, before recognising a gain in respect thereof, the Group determines whether there exists clear evidence of the underlying reasons for classifying the business combination as a bargain purchase. Thereafter, the Group reassesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and recognises any additional assets or liabilities that are identified in that reassessment. The Group then reviews the procedures used to measure the amounts that Ind AS requires for the purposes of calculating the bargain purchase. If the gain remains after this reassessment and review, the Group recognises it in other comprehensive income and accumulates the same in equity as capital reserve. This gain is attributed to the acquirer. If there does not exist clear evidence of the underlying reasons for classifying the business combination as a bargain purchase, the Group recognises the gain, after reassessing and reviewing (as described above), directly in equity as capital reserve.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation may be initially measured either at fair value or at the non-controlling

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

interests' proportionate share of the recognised amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another Ind AS.

When the consideration transferred by the Group in a business combination includes assets or liabilities resulting from a contingent consideration arrangement, the contingent consideration is measured at its acquisition-date fair value and included as part of the consideration transferred in a business combination. Changes in the fair value of the contingent consideration that qualify as measurement period adjustments are adjusted retrospectively, with corresponding adjustments against goodwill or capital reserve, as the case maybe. Measurement period adjustments are adjustments that arise from additional information obtained during the 'measurement period' (which cannot exceed one year from the acquisition date) about facts and circumstances that existed at the acquisition date.

The subsequent accounting for changes in the fair value of the contingent consideration that do not qualify as measurement period adjustments depends on how the contingent consideration is classified. Contingent consideration that is classified as equity is not remeasured at subsequent reporting dates and its subsequent settlement is accounted for within equity. Contingent consideration that is classified as an asset or a liability is remeasured at fair value at subsequent reporting dates with the corresponding gain or loss being recognised in statement of profit and loss.

When a business combination is achieved in stages, the Group's previously held equity interest in the acquiree is remeasured to its acquisition-date fair value and the resulting gain or loss, if any, is recognised in statement of profit and loss. Amounts arising from interests in the acquiree prior to the acquisition date that have previously been recognised in other comprehensive income are reclassified to statement of profit and loss where such treatment would be appropriate if that interest were disposed of.

If the initial accounting for a business combination is incomplete by the end of the reporting period in which the combination occurs, the Group reports provisional amounts for the items for which

the accounting is incomplete. Those provisional amounts are adjusted during the measurement period (see above), or additional assets or liabilities are recognised, to reflect new information obtained about facts and circumstances that existed at the acquisition date that, if known, would have affected the amounts recognised at that date.

3.2 Goodwill

Goodwill arising on an acquisition of a business is carried at cost as established at the date of acquisition of the business less accumulated impairment losses, if any.

For the purposes of impairment testing, goodwill is allocated to cash-generating units. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which such goodwill arose.

A cash-generating unit to which goodwill has been allocated is tested for impairment annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro rata based on the carrying amount of each asset in the unit. Any impairment loss for goodwill is recognised directly in statement of profit and loss. An impairment loss recognised for goodwill is not reversed in subsequent periods.

On disposal of the relevant cash-generating unit, the attributable amount of goodwill is included in the determination of the profit or loss on disposal.

The Group's policy for goodwill arising on the acquisition of an associate and a joint venture is described at note 3.3 below.

3.3 Investments in associates and joint ventures

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the joint arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

relevant activities require unanimous consent of the parties sharing control.

The results and assets and liabilities of associates or joint ventures are incorporated in these consolidated financial statements using the equity method of accounting, except when the investment, or a portion thereof, is classified as held for sale, in which case it is accounted for in accordance with Ind AS 105. Under the equity method, an investment in an associate or a joint venture is initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise the Group's share of the profit or loss and other comprehensive income of the associate or joint venture. Distributions received from an associate or a joint venture reduce the carrying amount of the investment. When the Group's share of losses of an associate or a joint venture exceeds the Group's interest in that associate or joint venture (which includes any long-term interests that, in substance, form part of the Group's net investment in the associate or joint venture), the Group discontinues recognising its share of further losses. Additional losses are recognised only to the extent that the Group has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

An investment in an associate or a joint venture is accounted for using the equity method from the date on which the investee becomes an associate or a joint venture. On acquisition of the investment in an associate or a joint venture, any excess of the cost of the investment over the Group's share of the net fair value of the identifiable assets and liabilities of the investee is recognised as goodwill, which is included within the carrying amount of the investment. Any excess of the Group's share of the net fair value of the identifiable assets and liabilities over the cost of the investment, after reassessment, is recognised directly in equity as capital reserve in the period in which the investment is acquired.

After application of the equity method of accounting, the Group determines whether there is any objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the net investment in an associate or a joint venture and that event (or events) has an impact on the estimated future cash flows from the net investment that can be reliably estimated. If there exists such an objective evidence of impairment, then it is necessary to

recognise impairment loss with respect to the Group's investment in an associate or a joint venture.

When necessary, the entire carrying amount of the investment (including goodwill) is tested for impairment in accordance with Ind AS 36 Impairment of Assets as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs of disposal) with its carrying amount, any impairment loss recognised is reported as net of the investment value. Any reversal of that impairment loss is recognised in accordance with Ind AS 36 to the extent that the recoverable amount of the investment subsequently increases.

The Group discontinues the use of the equity method from the date when the investment ceases to be an associate or a joint venture, or when the investment is classified as held for sale. When the Group retains an interest in the former associate or joint venture and the retained interest is a financial asset, the Group measures the retained interest at fair value at that date and the fair value is regarded as its fair value on initial recognition in accordance with Ind AS 109. The difference between the carrying amount of the associate or joint venture at the date the equity method was discontinued, and the fair value of any retained interest and any proceeds from disposing of a part interest in the associate or joint venture is included in the determination of the gain or loss on disposal of the associate or joint venture. In addition, the Group accounts for all amounts previously recognised in other comprehensive income in relation to that associate or joint venture on the same basis as would be required if that associate or joint venture had directly disposed of the related assets or liabilities. Therefore, if a gain or loss previously recognised in other comprehensive income by that associate or joint venture would be reclassified to statement of profit and loss on the disposal of the related assets or liabilities, the Group reclassifies the gain or loss from equity to statement of profit and loss (as a reclassification adjustment) when the equity method is discontinued.

The Group continues to use the equity method when an investment in an associate becomes an investment in a joint venture or an investment in a joint venture becomes an investment in an associate. There is no remeasurement to fair value upon such changes in ownership interests.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

When the Group reduces its ownership interest in an associate or a joint venture but the Group continues to use the equity method, the Group reclassifies to statement of profit and loss the proportion of the gain or loss that had previously been recognised in other comprehensive income relating to that reduction in ownership interest if that gain or loss would be reclassified to statement of profit and loss on the disposal of the related assets or liabilities.

When a group entity transacts with an associate or a joint venture of the Group, profits and losses resulting from the transactions with the associate or joint venture are recognised in the Group's consolidated financial statements only to the extent of interests in the associate or joint venture that are not related to the Group.

3.4 Non-current assets held for sale

Non-current assets and disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use. This condition is regarded as met only when the asset (or disposal group) is available for immediate sale in its present condition subject only to terms that are usual and customary for sales of such asset (or disposal group) and its sale is highly probable. Management must be committed to the sale, which should be expected to qualify for recognition as a completed sale within one year from the date of classification.

When the Group is committed to a sale plan involving loss of control of a subsidiary, all of the assets and liabilities of that subsidiary are classified as held for sale when the criteria described above are met, regardless of whether the Group will retain a non-controlling interest in its former subsidiary after the sale.

When the Group is committed to a sale plan involving disposal of an investment, or a portion of an investment, in an associate or joint venture, the investment or the portion of the investment that will be disposed of is classified as held for sale when the criteria described above are met, and the Group discontinues the use of the equity method in relation to the portion that is classified as held for sale. Any retained portion of an investment in an associate or a joint venture that has not been classified as held for sale continues to be accounted for using the equity method. The Group discontinues the use of the equity method at the time of disposal when the disposal results

in the Group losing significant influence over the associate or joint venture.

After the disposal takes place, the Group accounts for any retained interest in the associate or joint venture in accordance with Ind AS 109 unless the retained interest continues to be an associate or a joint venture, in which case the Group uses the equity method (see the accounting policy regarding investments in associates or joint ventures above).

Non-current assets (and disposal groups) classified as held for sale are measured at the lower of their carrying amount and fair value less costs to sell.

3.5 Revenue from contracts with customers

The Group recognises revenue to depict the transfer of control over promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. A 5-step approach is used to recognise revenue as below:

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligation in contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

3.5.1 Sale of goods

Revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers and revenue is recognised at that point in time. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative standalone selling prices.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

Revenue from product sales are recorded net of allowances for estimated rebates, cash discounts and estimates of product returns, all of which are established at the time of sale.

The consideration received by the Group in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

Revenue from sale of goods is recognised when control of goods is transferred to customers. The normal credit term is in the range of 15 to 90 days upon delivery except for some customers who are on advance payment term.

Profit share revenues

The Group from time to time enters into marketing arrangements with certain business partners for the sale of its products in certain markets. Under such arrangements, the Group sells its products to the business partners at a base purchase price agreed upon in the arrangement and is also entitled to a profit share which is over and above the base purchase price. The profit share is typically dependent on the business partner's ultimate net sale proceeds or net profits, subject to any reductions or adjustments that are required by the terms of the arrangement. Such arrangements typically require the business partner to provide confirmation of units sold and net sales or net profit computations for the products covered under the arrangement.

Revenue is an amount equal to the base purchase price and is recognised at that point in time upon delivery of products to the business partners. An additional amount representing the profit share component is recognised as revenue at that point in time which corresponds to the ultimate sales of the products made by business partners only when the collectability of the profit share becomes probable and a reliable measurement of the profit share is available. Otherwise, recognition is deferred to a subsequent period pending satisfaction of such collectability and measurability requirements. In measuring the amount of profit share revenue to be recognised for each period, the Group uses all available information and evidence, including any confirmations from the business partner of the profit share amount owed to the Group, to the extent made available before the date the Company's Board of Directors authorises

the issuance of its financial statements for the applicable period.

Sale to Distributors

The Group appoints distributors in various territories who purchases the goods from the Group and thereafter sells them in the territory. In case the distributor is acting as an agent, the Group defers revenue recognition till the time goods are sold by the distributor to the end customer. On the other hand, if the distributor is principal, revenue is recognised at that point in time when control is transferred to the distributor.

Right to reject or return goods

The Group sells its products to the customers with a right to return the goods within the specified period of time. For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore, the amount of revenue recognised is adjusted for expected returns, which are estimated based on the historical data. In these circumstances, a refund liability and a right to recover returned goods asset are recognised. The right to recover returned goods asset is measured at the former carrying amount of the inventory less any expected costs to recover goods. The refund liability is included in other current liabilities and the right to recover returned goods is included in inventory. The Group reviews its estimate of expected returns at each reporting date and updates the amounts of the asset and liability accordingly.

Free samples

The Group distributes free samples to distributors, at various exhibitions and at medical conferences. The cost of samples distributed at exhibitions, medical conferences or to doctors directly are treated as marketing expense and clubbed under "Business Promotion Expense". However, free samples given to distributors (that are not acting as agents) is recognised as cost of goods sold.

Price Variations / Incentives

Incentives are accounted based on the assessment of whether the beneficiary (of the incentive) is acting as a principal or an agent. Where the beneficiary is a principal, the incentive is regarded as consideration paid to the customer and is reduced from revenue. However, where the beneficiary is an agent, the incentive payment is

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

recognised as an expense as the same is in the nature of commission.

Chargebacks / Rebates claims by the wholesalers / distributors and Price Protections

Chargebacks and reposit claims are estimated on the basis of the average trend of the past years and recognised as reduction to revenue.

Contract Assets

A trade receivable is recognised if the amount of consideration is unconditional (i.e., only the passage of time is required before payment of the consideration is due) Refer to accounting policies of - financial instruments - initial recognition and subsequent measurement (Refer note 3.18)

3.5.2 Rendering of services

Revenue from services rendered, which primarily relate to contract research, is recognised over time in the consolidated statement of profit and loss as the underlying services are performed. Upfront payments received under these arrangements are deferred and recognised as revenue over the expected period over which the related services are expected to be performed.

3.5.3 Royalty, sale of licenses and Intellectual property rights

The Group enters into certain dossier sales, royalties, licensing and supply arrangements with various parties. Income from licensing arrangements is generally recognised over the term of the contract. Some of these arrangements include certain performance obligations by the Group. Revenue from such arrangements is recognised at that point in time in the period in which the Group completes all its performance obligations.

3.5.4 Dividend and interest income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably).

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Group and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through

the expected life of the financial asset to that asset's net carrying amount on initial recognition.

3.5.5 Rental income

The Group's policy for recognition of revenue from operating leases is described in note 3.6.1 below.

3.5.6 Export and Production linked Incentives

Export and Production linked incentives are accrued for based on fulfilment of eligibility criteria for availing the incentives and when there is no uncertainty in receiving the same. These incentives include estimated realisable values/benefits from special import licenses and benefits under specified schemes as applicable.

3.6 Leases

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. 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 uses the definition of a lease in Ind AS 116. This policy is applied to contracts entered into, on or after 1 April 2019.

3.6.1 The Group as lessor

At inception or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative standalone prices.

When the Group acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

"When the Group is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

classifies the sub-lease as an operating lease. The Group recognises lease payments received under operating leases as income on a straightline basis over the lease term.”

3.6.2 The Group as lessee

At commencement or on modification of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of its relative standalone prices. However, for the leases of property the group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Group by the end of the lease term or the cost of the right-of-use asset reflects that the Group will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group’s incremental borrowing rate. Generally, the Group uses its incremental borrowing rate as the discount rate.

The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;
- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Group is reasonably certain to exercise, lease payments in an optional renewal period if the Group is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Group is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Group’s estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets
The Group has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Group recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Company’s significant leasing arrangements are mainly in respect of factory land and buildings, residential and office premises.

3.7 Foreign currencies transactions and translation

In preparing the financial statements of each individual group entity, transactions in currencies other than the entity’s functional currency (foreign currencies) are recognised at the rates of exchange prevailing at the dates of the transactions. At the end of each reporting

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not retranslated.

Exchange differences arising on settlement or translation of monetary items are recognised in statement of profit and loss in the period in which they arise except for:

- exchange differences which are regarded as an adjustment to interest costs on foreign currency borrowings that are directly attributable to the acquisition or construction of qualifying assets, are capitalized as cost of assets, and
- exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned nor likely to occur (therefore forming part of the net investment in the foreign operation), are recognised initially in other comprehensive income and reclassified from equity to statement of profit and loss on repayment of the monetary items. On the disposal of a foreign operation, the cumulative amount of the exchange differences relating to that foreign operation, recognised in other comprehensive income and accumulated in the separate component of equity, will be reclassified from equity to statement of profit and loss when the gain or loss on disposal is recognised.

For the purposes of presenting these consolidated financial statements, the assets and liabilities of the Group's foreign operations are translated into Indian Rupees using exchange rates prevailing at the end of each reporting period. Income and expense items are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used. Exchange differences arising, if any, are recognised in other comprehensive income and accumulated in equity (and attributed to non-controlling interests as appropriate).

On the disposal of a foreign operation (i.e. a disposal of the Group's entire interest in a

foreign operation, a disposal involving loss of control over a subsidiary that includes a foreign operation, or a partial disposal of an interest in a joint arrangement or an associate that includes a foreign operation of which the retained interest becomes a financial asset), all of the exchange differences accumulated in equity in respect of that operation attributable to the owners of the Company are reclassified to the statement of profit and loss.

In addition, in relation to a partial disposal of a subsidiary that includes a foreign operation that does not result in the Group losing control over the subsidiary, the proportionate share of accumulated exchange differences are re-attributed to non-controlling interests and are not recognised in statement of profit and loss. For all other partial disposals (i.e. partial disposals of associates or joint arrangements that do not result in the Group losing significant influence or joint control), the proportionate share of the accumulated exchange differences is reclassified to the statement of profit and loss.

Goodwill and fair value adjustments to identifiable assets acquired and liabilities assumed through acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the rate of exchange prevailing at the end of each reporting period. Exchange differences arising are recognised in other comprehensive income.

3.8 Borrowing costs

Borrowing costs include:

- (i) interest expense calculated using the effective interest rate method,
- (ii) interest on lease liabilities, and
- (iii) exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of specific borrowings pending their

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in statement of profit and loss in the period in which they are incurred.

3.9 Employee benefits

3.9.1 Short-term employee benefits

All employee benefits falling due wholly within twelve months of rendering the services are classified as short-term employee benefits, which include benefits like salaries, wages, short-term compensated absences and performance incentives and are recognised as expenses in the period in which the employee renders the related service.

A liability is recognised for the amount expected to be paid under short-term cash bonus, 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 obligation can be estimated reliably.

3.9.2 Post-employment benefits

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost is recognised in statement of profit and loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

The retirement benefit obligation recognised in the consolidated balance sheet represents the actual deficit or surplus in the Group's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.9.3 Compensated absences

The Group has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised in the period in which the absences occur.

3.10 Share-based payment arrangements

3.10.1 Share-based payment transactions of the Company

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, 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 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.

3.10.2 Cash settled share-based payment transactions of the Company

The fair value of the amount payable to employees in respect of cash settled share based payments is recognised as an expense with the corresponding increase in liabilities, over the period during which the employees becoming unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date based on the

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

fair value of the underlying options. Any changes in the liability are recognised in the statement of profit or loss.

3.10.3 Share-based payment transactions of the acquiree in a business combination

When the share-based payment awards held by the employees of an acquiree (acquiree awards) are replaced by the Group's share-based payment awards (replacement awards), both the acquiree awards and the replacement awards are measured in accordance with Ind AS 102 ("market-based measure") at the acquisition date. The portion of the replacement awards that is included in measuring the consideration transferred in a business combination equals the market-based measure of the acquiree awards multiplied by the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the acquiree award. The excess of the market-based measure of the replacement awards over the market-based measure of the acquiree awards included in measuring the consideration transferred is recognised as remuneration cost for post-combination service.

However, when the acquiree awards expire as a consequence of a business combination and the Group replaces those awards when it does not have an obligation to do so, the replacement awards are measured at their market-based measure in accordance with Ind AS 102. All of the market-based measure of the replacement awards is recognised as remuneration cost for post-combination service.

At the acquisition date, when the outstanding equity-settled share-based payment transactions held by the employees of an acquiree are not exchanged by the Group for its share-based payment transactions, the acquiree share-based payment transactions are measured at their market-based measure at the acquisition date. If the share-based payment transactions have vested by the acquisition date, they are included as part of the non-controlling interest in the acquiree. However, if the share-based payment transactions have not vested by the acquisition date, the market-based measure of the unvested share-based payment transactions is allocated to the non-controlling interest in the acquiree based on the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the share-based

payment transaction. The balance is recognised as remuneration cost for post-combination service.

3.11 Income Tax

Income tax expense represents the sum of the current tax payable and deferred tax. The company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes and therefore accounted for them under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

3.11.1 Current tax

The current tax payable is based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the consolidated statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Group's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period. Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

3.11.2 Deferred tax

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 liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

Deferred tax liabilities are recognised for taxable temporary differences associated with investments in subsidiaries and associates, and interests in joint ventures, except where the Group is able to control the reversal of the temporary

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

difference and it is probable that the temporary difference will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with such investments and interests are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise the benefits of the temporary differences can be utilised and they are expected to reverse in the foreseeable future.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set-off against future tax liability. Accordingly, MAT is recognised as deferred tax asset in the Balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Current and deferred tax are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences,

are considered, based on the business plans for individual subsidiaries in the Group

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

3.11.2.1 Deferred Tax on Undistributed Earnings

When only a portion of undistributed earnings is remitted to the parent entity by its subsidiary, the parent recognises a deferred tax liability only for the portion of the undistributed earnings expected to be remitted in the foreseeable future.

3.11.2.2 Deferred Tax on Unrealised Profits

The intragroup elimination is made as a consolidation adjustment and not in the financial statements of any individual reporting entity. Therefore, the elimination will result in the creation of a temporary difference, as far as the group is concerned, between the carrying amount of the inventories in the consolidated financial statements and the tax base (assumed to be the carrying amount in the purchaser's individual financial statements). The deferred tax effects arising in respect of this temporary difference is recognised. The tax rate used while recognising the deferred tax balance arising from the elimination of unrealised profits on intragroup transactions is determined by reference to the tax rate in the purchaser's jurisdiction where the temporary difference will reverse.

3.12 Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the consolidated balance sheet at cost less accumulated depreciation and accumulated impairment losses (if any).

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Group's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Subsequent expenditure is capitalised only if it is probable that

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

the future economic benefits associated with the expenditure will flow to the group. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

The non refundable payments made with respect to Land taken on lease (where there is an option to purchase the same at the end of the lease period) is classified under Property, plant and Equipment as "Lease hold Land".

Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets has been assessed to be different and are as under based on technical advice, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers warranties and maintenance support, etc.:

Dies and punches : 4 years

Mobile phones : 3 years

Certain factory buildings : 18 years

Freehold land is not depreciated.

Depreciation on property, plant and equipment of the Group's foreign subsidiaries has been provided on straight-line method as per the estimated useful life of such assets as follows:

Building : 20 years to 30 years

General plant and machinery : 4 years to 20 years

Furniture and fixtures : 5 years to 16 years

Office equipment : 3 years to 6 years

Motor vehicles : 8 years

Computers and data processing equipment : 3 years to 6 years

Freehold land is not depreciated.

Individual assets costing less than ₹ 5,000 are depreciated in full in the year of purchase.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in statement of profit and loss.

When an item of property, plant and equipment is acquired in exchange for a non-monetary asset or assets, or a combination of monetary and non-monetary assets, the cost of that item is measured at fair value (even if the entity cannot immediately derecognise the asset given up) unless the exchange transaction lacks commercial substance or the fair value of neither the asset received nor the asset given up is reliably measurable. If the acquired item is not measured at fair value, its cost is measured at the carrying amount of the asset given up. Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

3.13 Investment property

Properties that is held for long-term rentals or for capital appreciation or both, and that is not occupied by the Group, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of the investment property is replaced, the carrying amount of the replaced part is derecognised.

Investment properties are depreciated using the straight line method over their estimated useful lives. Investment properties generally have a useful life of 25-60 years. The useful life has been determined based on technical evaluation performed by the management's expert.

Investment properties are derecognised on disposal or when the investment properties are

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

permanently withdrawn from use and no future economic benefits are expected from its disposal. The gains or losses from the disposal of investment properties are determined as difference between the carrying amount of the investment properties and the net disposal proceeds and are recognised in the statement of profit or loss in the period in which it is disposed.

Transfers to (or from) investment property are made only when there is a change in use. Transfers between investment property and owner-occupied property do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

3.14 Intangible assets

3.14.1 Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method is reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses (if any).

Payments to in-license products and compounds from third parties generally taking the form of up-front payments and milestones are capitalised and amortised on a straight-line basis, over their useful economic lives from when the asset is available for use. During the periods prior to their launch, these assets are tested for impairment on an annual basis, as their economic useful life is indeterminable till then. The Company monetise the molecules under development, as active market exists at each stage / phase wise molecule development, either through out licencing arrangement or subsequent product launches. Accordingly the molecule under development which meets criteria under Ind AS 38 Intangible Assets; para 57 are classified as intangible assets.

3.14.2 Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase

of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in statement profit and loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.14.3 Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.14.4 Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

3.14.5 Useful lives of intangible assets

Intangible assets are amortised over their estimated useful life on straight line method as follows:

Registration and Brands : 5 years to 25 years

Software Licenses : 5 years

Customer/supply contracts are amortised over the period of the contract or useful life, whichever is less.

Intangible assets with indefinite useful lives are not amortized and tested for impairment annually.

3.15 Impairment of assets

3.15.1 Impairment of financial assets:

The Group assesses at each date of balance sheet, whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. The Group recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the twelve-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly, since initial recognition.

3.15.2 Impairment of goodwill and investments in associates and joint ventures: Refer notes 3.2 and 3.3.

3.15.3 Impairment of non-financial assets other than goodwill

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). For 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 CGUs. Goodwill arising from a business combination is allocated to CGUs or groups of CGUs that are expected to benefit from the synergies of the combination. When a reasonable and consistent basis of allocation can

be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of profit and loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in statement of profit and loss.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

3.16 Inventories

Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost includes all charges in bringing the goods to the point of sale, including octroi and other levies, transit insurance and receiving charges. Work-in-progress and finished goods include appropriate proportion of overheads. Cost is determined as follows:

Raw materials, packing materials, stores and spares: weighted average basis

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

Work-in progress: at material cost and an appropriate share of production overheads

Finished goods: material cost and an appropriate share of production overheads, wherever applicable

Stock-in trade: weighted average basis

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.

3.17 Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.17.1 Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Group has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract. Before a provision is recognised company will recognise an impairment loss on the assets associated with that contract.

3.17.2 Contingent liabilities

Contingent liabilities are disclosed in notes when there is a possible obligation that arises from past events and whose existence will be confirmed

only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

3.18 Financial instruments

3.18.1 Financial assets and financial liabilities

Financial assets and financial liabilities are recognised when a group entity becomes a party to the contractual provisions of the instruments.

Initial recognition and measurement:

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in statement of profit and loss. However, trade receivables that do not contain significant financing component are measured at transaction price.

Subsequent measurement:

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and contractual terms of financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

The Group has made an irrevocable election to present in other comprehensive income subsequent changes in the fair value of equity instruments in Outlook Therapeutics Inc., Sonnet Biotherapeutics Holdings Inc. and Strides Global Consumer Healthcare which is not held for trading.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless it measured at amortised cost or fair value through other comprehensive income on initial recognition. The transaction cost directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in the statement of profit and loss.

Financial liabilities

Financial liabilities are measured at amortised cost using effective interest method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Derecognition

Financial assets

The Company derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either:
 - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
 - the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

3.18.2 Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the company after deducting all of its liabilities. Equity instruments recognised by the Group are recognised at the proceeds received net off direct issue cost.

3.18.3 Financial guarantee contracts

At the inception of a financial guarantee contract, a liability is recognized initially at fair value and then subsequently at the higher of the estimated loss, amount initially recognised less, when appropriate, the cumulative amount of income recognised. The changes in subsequent measurement being recognised in the statement of profit and loss. Where a guarantee is issued for a consideration, a financial asset of an amount equal to the liability is initially recognized at amortized cost. Where a guarantee is issued for no consideration, the fair value is recognized as additional investment in the entity to which the guarantee relates.

3.18.4 Derivative financial instruments and hedge accounting

The Group uses various derivative financial instruments such as interest rate swaps, currency swaps and forward contracts to mitigate the risk of changes in interest rates and foreign exchange rates. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are also subsequently measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the statement of profit and loss, except for the

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

effective portion of cash flow hedges which is recognised in Other Comprehensive Income and later to the statement of profit and loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial assets or non-financial liability.

Hedges that meet the criteria for hedge accounting are accounted for as follows:

Cash flow hedge

The Group designates derivative contracts or non derivative financial assets / liabilities as hedging instruments to mitigate the risk of movement in interest rates and foreign exchange rates for foreign exchange exposure on future cash flows attributable to a recognised asset or liability or highly probable forecast cash transactions. When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in the cash flow hedging reserve being part of other comprehensive income. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the statement of profit and loss. If the hedging relationship no longer meets the criteria for hedge accounting, then hedge accounting is discontinued prospectively. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in cash flow hedging reserve till the period the hedge was effective remains in cash flow hedging reserve until the underlying transaction occurs. The cumulative gain or loss previously recognized in the cash flow hedging reserve is transferred to the statement of profit and loss upon the occurrence of the underlying transaction. If the forecasted transaction is no longer expected to occur, then the amount accumulated in cash flow hedging reserve is reclassified in the statement of profit and loss.

3.18.5 Hedges of net investments in foreign operations

Hedges of net investments in foreign operations are accounted for similarly to cash flow hedges. Any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated under the heading of foreign currency translation reserve. The gain or loss relating to the ineffective portion is recognised immediately in statement of profit and loss.

Gains and losses on the hedging instrument relating to the effective portion of the hedge accumulated in the foreign currency translation reserve are reclassified to statement of profit and loss on the disposal of the foreign operation.

3.18.6 Written put options issued to the non-controlling interests:

The Group has issued written put option to non-controlling interests in certain subsidiaries of the Group in accordance with the terms of underlying agreement with such option holders. Should the option be exercised, the Group has to settle such liability by payment of cash.

Accounting on initial recognition:

The amount that may become payable under the option on exercise is recognised as a financial liability at its present value with a corresponding charge directly to the shareholders' equity.

Subsequent measurement:

The liability is subsequently accreted through finance charges recognised under exceptional items in the statement of profit and loss upto the redemption amount that is payable at the date on which the option first becomes exercisable. In the event that the option expires unexercised, the liability is derecognised with a corresponding adjustment to equity.

3.19 Exceptional items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Group for the year, the nature and amount of such items are disclosed as exceptional items.

3.20 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and cash at banks, demand deposits and short-term deposits with an original maturity of three months or less, highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value. Bank overdrafts that are repayable on demand and form an integral part of our cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

3.21 Earnings per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit attributable to the equity shareholders by the weighted average number of

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

equity shares outstanding during the year. Diluted earnings per share is computed by dividing the adjusted profit by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. In computing diluted earnings per share, only potential equity shares that are dilutive and that either reduces earnings per share or increases loss per share are included. The number of shares and potentially dilutive equity shares are adjusted retrospectively for all periods presented in case of share splits.

3.22 Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components, and for which discrete financial information is available. Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The Chairperson and Managing Director of the Company is responsible for allocating resources and assessing performance of the operating segments and accordingly is identified as the Chief Operating Decision Maker (CODM). All operating segments' operating results are reviewed regularly by the CODM to make decisions about resources to be allocated to the segments and assess their performance.

3.23 Dermerger of CDMO and Softgelatin business

Softgel Business division of Strides Pharma Science Limited has been carved out on the basis of the following judgement:

- a. Property, Plant and Equipment (PPE) situated at Softgel block in KRS Gardens, Bangalore

including respective depreciation and capital work in progress

- b. Registration and brands consisting of Intellectual property rights for distribution and marketing of softgelatin products including intangibles under developments and awaiting approvals
- c. Capital Creditors and Advances directly relating to the above PPE and intangibles have been identified and carved out.
- d. Employees directly and exclusively involved in the manufacture of Softgelatin products and employee directly attributable/ involved in distribution of softgel products also form part of the Softgel Division. The employees are in the rolls of Strides Pharma Science Limited (SPSL). As SPSL is administratively managing the softgel business, the corresponding cost of these employees are disclosed as employee benefit expenses. The related employee liabilities and advances have also been carved out with respect to the employees.
- e. Inventories situated in KRS Gardens relating to Softgelatin products consisting of Finished goods, Semi finished Goods, Raw materials and packing materials directly attributable or related to manufacture of Soft Gelatin product.
- f. Trade Receivables relating to Softgel products directly identified and carved out.
- g. Borrowings from Banks and financial institutions which were identified, assigned to Softgel business under appropriate mechanism with the confirmation from the lenders. The balance towards letter of credits for Softgel Division have been identified at specific invoice levels.
- h. Trade Payables which are directly relating to Softgel business were identified and carved out.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

- i. Revenues of the Softgel business were directly identified and carved out with the corresponding cost of materials consumed based on the underlying softgel products' description.
- j. Other Expenses which were directly identifiable to Softgel business have been carved out and common costs are allocated to Softgel business using reasonable and appropriate basis.

Directly Attributable: Balances and transactions representing assets, liabilities, incomes and expenditures that are identifiable and attributable to Softgel Business division of Strides Pharma Science Limited as specified in items (a) to (f), (h) and (i) above are carved out.

Allocable balances or transactions: Balances and transactions other than that are directly attributable are allocated based on appropriate method as specified in items (g) and (j) above.

3.24 Recent accounting developments

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. During the year ended March 31, 2025, MCA has notified Ind AS 117 - Insurance Contracts and amendments to Ind AS 116 – Leases, relating to sale and lease back transactions, applicable from April 1, 2024. The Company has assessed that there is no significant impact on its financial statements.

On May 9, 2025, MCA notifies the amendments to Ind AS 21 - Effects of Changes in Foreign Exchange Rates. These amendments aim to provide clearer guidance on assessing currency exchangeability and estimating exchange rates when currencies are not readily exchangeable. The amendments are effective for annual periods beginning on or after April 1, 2025. The Company is currently assessing the probable impact of these amendments on its financial statements

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

4 (i). Property, plant and equipment

Gross Block

₹ In Million

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at April 1, 2023	1,361.54	48.21	3,843.53	10,959.32	337.40	44.69	1,197.39	17,792.08
Foreign currency exchange differences and / or regroupings	6.31	-	32.94	68.14	1.31	(0.40)	4.66	112.96
Additions during the year	-	-	70.33	333.05	31.13	20.27	180.96	635.74
Disposals during the year	-	-	(721.66)	(3,841.04)	(100.68)	(5.69)	(205.37)	(4,874.44)
Acquisition through business combinations (refer note 39)	-	-	-	-	0.21	0.29	22.26	22.76
As at March 31, 2024	1,367.85	48.21	3,225.14	7,519.47	269.37	59.16	1,199.90	13,689.10
Foreign currency exchange differences and / or regroupings	10.74	-	44.72	33.81	1.66	1.33	4.61	96.87
Additions during the year	-	2.14	143.53	1,073.19	36.19	21.80	97.88	1,374.73
Disposals during the year	-	-	-	(21.60)	(1.12)	(1.28)	(11.19)	(35.19)
Derecognition on demerger (refer note 40.1)	-	-	-	(761.96)	(31.88)	-	(14.70)	(808.54)
Acquisition through business combinations (refer note 39)	-	-	-	-	-	-	0.12	0.12
As at March 31, 2025	1,378.59	50.35	3,413.39	7,842.91	274.22	81.01	1,276.62	14,317.09

Accumulated Depreciation

₹ In Million

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at April 1, 2023	-	(0.75)	795.95	4,502.80	213.07	22.18	861.43	6,394.68
Foreign currency exchange differences and / or regroupings	-	0.75	6.58	38.28	0.45	(0.82)	(4.06)	41.18
Depreciation for the year	-	-	180.36	801.33	33.60	6.47	101.57	1,123.33
Eliminated on disposals of assets	-	-	(172.77)	(1,373.27)	(44.10)	(5.69)	(185.69)	(1,781.52)
Acquisition through business combinations (refer note 39)	-	-	-	-	0.19	0.25	19.31	19.75
As at March 31, 2024	-	-	810.12	3,969.14	203.21	22.39	792.56	5,797.42
Foreign currency exchange differences and / or regroupings	-	-	11.12	19.49	0.95	0.78	3.69	36.03
Depreciation for the year	-	-	164.74	624.66	25.26	8.94	72.35	895.95
Eliminated on disposals of assets	-	-	4.01	(2.60)	(1.10)	(1.12)	(10.06)	(10.87)
Eliminated on demerger (refer note 40.1)	-	-	-	(501.67)	(8.97)	-	(2.57)	(513.21)
As at March 31, 2025	-	-	989.99	4,109.02	219.35	30.99	855.97	6,205.32

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

4 (i). Property, plant and equipment (contd)

Net Block

₹ In Million

Particulars	Freehold Land	Leasehold Land (Refer note (ii) below)	Building	Plant & Equipment	Furniture & Fixtures	Vehicles	Office Equipments	Total
As at March 31, 2024	1,367.85	48.21	2,415.02	3,550.33	66.16	36.77	407.34	7,891.68
As at March 31, 2025	1,378.59	50.35	2,423.40	3,733.89	54.87	50.02	420.65	8,111.77

Notes:

- The above assets, other than to the extent mentioned in (ii) below, are owned by the Group.
- In 2008, the Group had entered into a lease cum sale agreement with Karnataka Industrial Area Development Board for purchase of land under a lease cum sale agreement. The Group is in the process of transferring the said land in its name.
- Refer note 22 for details of property, plant and equipment pledged as security towards borrowings.

4 (ii). Capital-Work-in Progress (CWIP)

₹ In Million

Particulars	CWIP Movement
As at April 1, 2023	482.59
Additions	1,535.37
Deletions/Transfers	(1,223.32)
Effects of foreign currency exchange differences	4.15
As at March 31, 2024	798.79
Additions	782.45
Deletions/Transfers	(587.51)
Effects of foreign currency exchange differences	2.73
As at March 31, 2025	996.46

Capital-Work-in Progress (CWIP) ageing schedule

₹ In Million

CWIP	Amount in CWIP for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
As on March 31, 2025					
Projects in progress	797.03	163.83	21.96	13.64	996.46
Projects temporarily suspended	-	-	-	-	-
As on March 31, 2024					
Projects in progress	689.34	66.26	28.41	14.78	798.79
Projects temporarily suspended	-	-	-	-	-

There are no capital work-in-progress whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2025 and March 31, 2024.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

5. Leases

(i) Right-of-use assets

Gross Block

₹ In Million

Particulars	Building	Office Equipment	Total
As at April 1, 2023	2,580.75	87.99	2,668.74
Effects of foreign currency exchange differences and / or regroupings	15.74	-	15.74
Additions during the year	429.70	-	429.70
Disposals during the year	(1,419.19)	-	(1,419.19)
As at March 31, 2024	1,607.00	87.99	1,694.99
Effects of foreign currency exchange differences and / or regroupings	13.75	-	13.75
Additions during the year	49.82	-	49.82
Disposals during the year	(90.29)	(87.99)	(178.28)
As at March 31, 2025	1,580.28	-	1,580.28

Accumulated Depreciation

₹ In Million

Particulars	Building	Office Equipment	Total
As at April 1, 2023	735.22	87.99	823.21
Effects of foreign currency exchange differences and / or regroupings	0.50	-	0.50
Depreciation for the year	361.20	-	361.20
De-recognition	(384.91)	-	(384.91)
As at March 31, 2024	712.01	87.99	800.00
Effects of foreign currency exchange differences and / or regroupings	5.54	-	5.54
Depreciation for the year	258.54	-	258.54
De-recognition on disposal	(90.96)	(87.99)	(178.95)
As at March 31, 2025	885.13	-	885.13

Net Block

₹ In Million

Particulars	Building	Office Equipment	Total
As at March 31, 2024	894.99	-	894.99
As at March 31, 2025	695.15	-	695.15

(ii) Lease Liabilities

₹ In Million

Particulars	31-Mar-25	31-Mar-24
Current	325.62	307.05
Non- Current	514.58	716.35
	840.20	1,023.40

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

5. Leases (contd)

(iii) Amounts recognised in the statement of profit or loss

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Depreciation of Right-Of-Use asset		
Buildings	258.54	361.20
Net Depreciation charged to statement of profit and loss	258.54	361.20
Interest Expense (Included in Finance Cost)	90.96	183.59
Net Interest charged to statement of profit and loss	90.96	183.59
Other Income on account of lease modification	-	(2.91)
Short term lease expenses , not included in lease payments	156.16	157.61

(iv) Total Cash outflow

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Buildings	333.76	558.34
	333.76	558.34

6. Investment property

Gross Block

₹ In Million			
Particulars	Land	Building	Total
As at April 1, 2023	31.31	111.40	142.71
Additions during the year	-	-	-
Disposals during the year	-	-	-
As at March 31, 2024	31.31	111.40	142.71
Additions during the year	-	-	-
Disposals during the year	-	1.29	1.29
As at March 31, 2025	31.31	110.11	141.42

Accumulated Depreciation

₹ In Million			
Particulars	Land	Building	Total
As at April 1, 2023	-	16.92	16.92
Depreciation for the year	-	6.80	6.80
As at March 31, 2024	-	23.72	23.72
Depreciation for the year	-	6.74	6.74
Eliminated on disposals of assets	-	0.78	0.78
As at March 31, 2025	-	29.68	29.68

Net Block

₹ In Million			
Particulars	Land	Building	Total
As at March 31, 2024	31.31	87.68	118.99
As at March 31, 2025	31.31	80.43	111.74

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

6. Investment property (contd)

(i) Details of assets given under an operating lease:

Particulars	Gross block		Net block	
	31-Mar-25	31-Mar-24	31-Mar-25	31-Mar-24
	₹ In Million			
Freehold Land	31.31	31.31	31.31	31.31
Buildings	102.39	103.68	77.91	84.80
Total	133.70	134.99	109.22	116.11

(ii) Details of assets held by Trust and for capital appreciation and not given under lease:

Particulars	Gross block		Net block	
	31-Mar-25	31-Mar-24	31-Mar-25	31-Mar-24
	₹ In Million			
Buildings	7.72	7.72	2.52	2.88
Total	7.72	7.72	2.52	2.88

(iii) Fair value of investment properties

The fair value of the Company's investment properties as at March 31, 2025 has been arrived at ₹ 973.50 Million (as at March 31, 2024 : ₹ 910.90 Million) on the basis of an agreement to sale has been entered with third party customer. The Company has obtained relevant NOC for sale of the same and is expected to be completed in the financial year 2026.

(iv) Refer note 22 for details of investment properties pledged as security towards borrowings.

(v) Amounts recognised in profit or loss for investment properties

Particulars	31-Mar-25	31-Mar-24
	₹ In Million	
Rental Income	17.46	16.87
Gain on sale of investment property	-	-
Depreciation	(6.74)	(6.80)
Profit from investment properties	10.72	10.07

7. Goodwill

Particulars	As at April 1, 2024	Effects of foreign currency exchange differences	Acquisition through business combinations	Derecognised on disposal of business	As at March 31, 2025
	₹ In Million				
Goodwill	5,294.11	119.10	52.51	-	5,465.72
Previous year	5,137.58	74.17	82.36	-	5,294.11

Notes:

(i) Figures in italics relates to previous year.

(ii) Allocation of goodwill to cash generating units (CGU):

Goodwill has been allocated for impairment testing purposes to the following cash-generating units:

- United States of America (USA)
- Other regulated markets
- Growth & Access market

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

7. Goodwill (contd)

The carrying amount of goodwill are allocated to cash-generating units as follows:

	₹ In Million	
Cash generating units	31-Mar-25	31-Mar-24
United States of America (USA)	3,460.31	3,337.96
Other regulated markets	1,443.46	1,405.75
Growth & Access market	561.95	550.40
Total	5,465.72	5,294.11

During the previous year, business carried out in South Africa region through Trinity has been reclassified from Other Regulated Markets to Growth and Access Markets, which has resulted in reallocation of Goodwill between CGU's which has been done using a relative fair value approach.

The recoverable amount of the above cash generating units have been determined based on 'value in use' model, where in the value of cash generating unit is determined as a sum of the net present value of the projected pre tax cash flows for a period of 5.25 years and terminal value. The terminal value of each cash generating unit is arrived at by extrapolating cash flows of latest forecasted year to perpetuity using a constant long term growth rate. Key assumptions used for determining the said value in use of each cash generating unit is as follows:

	₹ In Million		
Key Assumptions	USA	Other regulated markets	Growth & Access Market
Discount Rate	11.04% - 11.35%	11.35% - 17.60%	12.80% - 20.10%
Growth Rate (used for determining Terminal Value)	2% - 5%	2% - 5%	2% - 5%
Operational Cashflows	5% - 15%	5% - 15%	5% - 15%

The discount rates used are based on weighted average cost of capital.

The growth rates of the above cash generating units have been considered based on the market conditions prevalent in the countries that would fall in respective cash generating units.

The management believes that the projections used by the management for determining the "value in use" of cash generating units reflect past experience and external sources of information and any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit.

8(i). Other intangible assets

Gross Block

	₹ In Million				
Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at April 1, 2023	798.28	4,947.29	736.69	1,167.55	7,649.81
Effects of foreign currency exchange differences	-	78.43	(7.77)	4.69	75.35
Additions during the year	-	488.08	-	26.14	514.22
Disposals during the year	-	(101.28)	(11.57)	(136.14)	(248.99)
Acquisition through business combinations (Refer note 39)	-	-	30.65	35.20	65.85
Derecognised on disposal of business (Refer note 40.3)	-	(0.04)	(1.68)	(0.96)	(2.68)
As at March 31, 2024	798.28	5,412.48	746.32	1,096.48	8,053.56

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

8(i). Other intangible assets (contd)

₹ In Million

Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
Effects of foreign currency exchange differences	-	161.99	29.21	4.94	196.14
Additions during the year	-	802.02	11.86	60.83	874.71
Disposals during the year	-	(674.38)	-	(19.93)	(694.31)
Acquisition through business combinations (Refer note 39)	-	450.23	-	-	450.23
Derecognition on demerger (refer note 40.1)	-	(1,270.13)	-	(0.75)	(1,270.88)
As at March 31, 2025	798.28	4,882.21	787.39	1,141.57	7,609.45

Accumulated Amortisation

₹ In Million

Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at April 1, 2023	401.39	1,406.25	303.06	935.43	3,046.13
Effects of foreign currency exchange differences	-	(23.60)	(4.48)	3.64	(24.44)
Amortisation for the year	34.79	530.98	65.74	83.99	715.50
Eliminated on disposals of assets	-	(67.63)	-	(98.42)	(166.05)
Acquisition through business combinations (Refer note 39)	-	-	0.77	32.30	33.07
Eliminated on disposal of a business (Refer note 40)	-	(0.01)	(0.68)	(0.96)	(1.65)
As at March 31, 2024	436.18	1,845.99	364.41	955.98	3,602.56
Effects of foreign currency exchange differences	-	164.96	17.96	3.21	186.13
Amortisation for the year	-	606.00	86.77	68.60	761.37
Eliminated on disposals of assets	-	(645.29)	-	(19.93)	(665.22)
Eliminated on demerger (refer note 40.1)	-	(883.77)	-	(0.16)	(883.93)
As at March 31, 2025	436.18	1,087.89	469.14	1,007.70	3,000.91

Net Block

₹ In Million

Particulars	Registration and brands		Customer/ Supply Contracts	Software licenses	Total
	Internally Generated	Others			
As at March 31, 2024	362.10	3,566.49	381.91	140.50	4,451.00
As at March 31, 2025	362.10	3,794.32	318.25	133.87	4,608.54

Refer note 22 for details of other intangible assets pledged as security towards borrowings.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

8 (ii). Intangible assets under development

₹ In Million

Particulars	Intangible assets under development Movement
As at April 1, 2023	1,027.25
Additions	248.76
Deletions/Transfers	(473.28)
Effects of foreign currency exchange differences	17.42
As at March 31, 2024	820.15
Additions	769.30
Deletions/Transfers	(535.73)
Effects of foreign currency exchange differences	17.40
As at March 31, 2025	1,071.12

Intangible assets under development aging schedule

₹ In Million

Intangible assets under development	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
As on March 31, 2025					
Projects in progress	560.91	141.83	112.56	255.82	1,071.12
Projects temporarily suspended	-	-	-	-	-
As on March 31, 2024					
Projects in progress	134.78	223.04	135.12	327.21	820.15
Projects temporarily suspended	-	-	-	-	-

There are no intangible assets under development, whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2025 and March 31, 2024.

9 Investments

Investments consist of the following:

(i) Investments accounted for using the equity method

₹ In Million

Particulars	31-Mar-25	31-Mar-24
(A) Investments in associates under equity method*:		
Equity shares, unquoted		
- NIL (As at March 31, 2024: 12,929,220) shares of Re 1 each fully paid up in Onesource Specialty Pharma Limited, India (formerly known as Stelis Biopharma Limited) (refer note 40.1)	-	1,807.12
- 92,946 (As at March 31, 2024: 92,946) shares of Kenyan Shilling 1000 each in Universal Corporation Limited, Kenya	99.73	73.19
Preference shares, unquoted		
- 3,734,074 (As at March 31, 2024: 3,734,074) shares of USD 0.001 each fully paid up in Aponia Laboratories Inc, USA	81.99	81.99
Less: Impairment	(81.99)	(81.99)
Total [A]	99.73	1,880.31
(B) Investments in joint ventures under equity method*:		
- 2,450,000 (As at March 31, 2024: 2,450,000) shares of USD 1 each in Sihuan Strides (HK) Limited, Hong Kong	7.06	12.66
Total [B]	7.06	12.66
Total [A+B]	106.79	1,892.97

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

9 Investments (contd)

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Aggregate book value of quoted investments	-	-
Aggregate market value of quoted investments	-	-
Aggregate carrying value of unquoted investments	106.79	1,892.97
Aggregate amount of impairment in value of investments	81.99	81.99

*The amount is net of gain / loss recognised

(ii) Investments - non-current

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
(A) Investments carried at fair value through other comprehensive income:		
Equity shares, unquoted		
- 1,050 (As at March 31, 2024: 1,050) shares in Red Vault Investments Pty Limited, Australia	-	-
Total [A]	-	-
(B) Other investments at fair value through other comprehensive income:		
Equity shares, quoted		
- 10,870 (As at March 31, 2024: 10,870) shares in Outlook Therapeutics Inc., USA (Refer note a below)	1.13	10.82
- 260 (As at March 31, 2024: 2,076) shares in Sonnet Biotherapeutics Holdings Inc., USA (Refer note b below)	0.03	0.32
- 1,839,900 shares in Onesource Specialty Pharma Limited, India (formerly known as Stelis Biopharma Limited) (refer note 40.1 and 35(c))	3,223.96	-
Total [B]	3,225.12	11.14
(C) Other investments at amortised cost*		
Equity shares, unquoted		
- 252,700 (As at March 31, 2024: 252,700) shares of Re.10 each fully paid up in AMP Energy C&I Six Private Limited, India	2.53	2.53
- 3,990,000 (As at March 31, 2024: 3,990,000) shares of Re.10 each fully paid up in AMP Energy C&I Eight Private Limited, India	39.90	39.90
Debentures, unquoted		
- 22,743 (As at March 31, 2024: 22,743) CCD of Re.1000 each in AMP Energy C&I Six Private Limited, India	22.74	22.74
Total [C]	65.17	65.17
Total [A+B+C]	3,290.29	76.31
Aggregate book value of quoted investments	3,225.12	11.14
Aggregate market value of quoted investments	3,225.12	11.14
Aggregate carrying value of unquoted investments	65.17	65.17

Notes:

- On March 14, 2024, pursuant to requisite approval, there was reverse stock split in the ratio of 1-for-20 shares for the shares of the Outlook Therapeutics Inc.,
- On September 1, 2023 and September 30, 2024, pursuant to requisite approval, there was reverse stock split in the ratio of 1-for-22 shares and 1-for-8 shares respectively for the shares of the Sonnet Biotherapeutics Holding Inc.

*This investments are in the nature of security deposits towards the power purchase agreements entered into with these entities. These are refundable at the end of the contract period at par value.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

9 Investments (contd)

(iii) Investments - current

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Investments carried at fair value through profit and loss		
Investment in funds, quoted		
Clareville Capital Opportunity Fund (units as at March 31, 2025: 78,990 , March 31, 2024: 126,876)	695.00	1,057.58
Total	695.00	1,057.58
Current investments offered as security towards borrowings	-	-
Liquid investments that are readily convertible into known amounts of cash and cash equivalents	695.00	1,057.58

10 Loans receivable

Loans (unsecured) consist of the following:

(i) Non-current loans

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Considered good:		
Loans to:		
- Related parties (Refer Note 49)	-	500.00
Total	-	500.00

(ii) Current loans

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Considered good:		
Loans to:		
- Employees	104.46	55.65
- Others	-	71.69
Total	104.46	127.34

11 Other financial assets

Other financial assets consist of the following:

(i) Non-current financial assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Unsecured, considered good:		
Security deposits*	748.00	702.95
Bank deposits with more than 12 months maturity	104.62	45.77
Balance held as margin money against long term borrowings with others	84.12	38.54
Deferred consideration receivable on sale of business (Refer Note 40.3)	706.31	1,114.73
Derivative assets	25.12	14.68
Total	1,668.17	1,916.67

* Includes security deposit given to related parties as referred in note 49.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

11 Other financial assets (contd)

(ii) Current financial assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Unsecured, considered good:		
Security deposits	-	30.89
Interest accrued on deposit	2.40	1.36
Interest accrued on loans and advances given*	-	47.24
Receivable from related parties (refer note 49)	13.67	128.26
Deferred consideration receivable on sale of investment and property, plant and equipment	-	270.20
Deferred consideration receivable on sale of business (Refer Note 40.3)	482.67	-
Derivative assets	84.02	46.72
Others:		
- Gratuity claim receivables	21.06	73.97
- Other receivable	1,130.83	571.89
- Insurance claim receivable	8.34	-
- Receivable from director (refer note 49)	-	24.54
Total	1,742.99	1,195.07

*Includes interest accrued on loans given to related parties as referred in note 49.

12 Deferred tax balances

₹ In Million		
Particulars	As at 31-Mar-25	As at 31-Mar-24
Deferred tax assets (net)	2,691.33	2,673.46
Deferred tax liabilities (net)	(1,193.56)	(403.45)
Total	1,497.77	2,270.01

₹ In Million							
Year ended March 31, 2025	Opening balance	Recognised in statement of profit or loss**	Recognised in other comprehensive income	Recognised in other equity	Acquisitions / disposals	Exchange differences	Closing balance
Deferred tax (liabilities)/ assets in relation to:							
Cash flow hedges	(10.48)	(0.72)	(8.23)	-	-	-	(19.43)
(including forward element of forward contracts)	-	-	-	-	-	-	-
Property, plant and equipment	(119.69)	25.40	-	-	-	5.98	(88.31)
Intangible assets	(304.68)	(224.07)	-	-	-	(18.24)	(546.99)
Financial assets - FVTPL	-	(23.11)	-	-	-	0.64	(22.47)
Fair value of equity instruments - FVOCI	-	-	(489.66)	-	-	-	(489.66)
Other financial liabilities	44.34	254.10	-	-	-	-	298.44
Others	486.30	(325.13)	-	-	-	4.96	166.13
Inventory	685.92	13.77	-	-	-	6.41	706.10
Employee benefits	331.28	84.67	28.43	-	-	0.44	444.82
Allowance for credit losses	59.43	(39.63)	-	-	-	0.50	20.30
	1,172.42	(234.72)	(469.46)	-	-	0.69	468.93
Tax losses	261.87	(56.70)	-	-	-	2.60	207.77
MAT credit entitlement	835.72	(14.65)	-	-	-	-	821.07
Total	2,270.01	(306.07)	(469.46)	-	-	3.29	1,497.77

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

12 Deferred tax balances (contd)

₹ In Million

Year ended March 31, 2024	Opening balance	Recognised in statement of profit or loss**	Recognised in other comprehensive income	Recognised in other equity	Acquisitions / disposals	Exchange differences	Closing balance
Deferred tax (liabilities)/ assets in relation to:							
Cash flow hedges (including forward element of forward contracts)	7.37	-	(17.85)	-	-	-	(10.48)
Property, plant and equipment	(749.51)	626.53	-	-	3.18	0.11	(119.69)
Intangible assets	(305.89)	15.60	-	-	(7.72)	(6.67)	(304.68)
Other financial liabilities	105.02	(61.40)	-	-	-	0.72	44.34
Others	342.79	139.35	0.24	-	-	3.92	486.30
Inventory	702.49	(20.68)	-	-	-	4.11	685.92
Employee benefits	247.22	61.48	19.33	-	3.39	(0.14)	331.28
Allowance for credit losses	52.11	7.42	-	-	-	(0.10)	59.43
	401.60	768.30	1.72	-	(1.15)	1.95	1,172.42
Tax losses	860.11	(603.91)	-	-	-	5.67	261.87
MAT credit entitlement	942.90	(107.18)	-	-	-	-	835.72
Total	2,204.61	57.21	1.72	-	(1.15)	7.62	2,270.01

** including deferred tax expenses recognised in discontinued operations.

Under the Indian Income Tax Act, 1961, the Company is liable to pay Minimum Alternate Tax (MAT). MAT paid can be carried forward for a certain period and can be set off against the future tax liabilities. MAT is recognised as deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefits associated with the asset will be realised.

13 Other tax assets (net)

The income tax expense consists of the following:

Non-current income tax assets

₹ In Million

Particulars	31-Mar-25	31-Mar-24
Advance income tax (net of provisions)	177.91	1,072.83
Taxes paid under protest	59.98	63.07
Total	237.89	1,135.90

14 Other assets

Other assets (unsecured) consist of the following:

(i) Other non-current assets

₹ In Million

Particulars	31-Mar-25	31-Mar-24
Considered good:		
Capital advances	380.94	187.53
Prepaid expenses	27.12	20.09
- VAT credit / refund receivable	7.40	-
- Indirect taxes paid under protest	27.71	34.92
Total	443.17	242.54

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

14 Other assets (contd)

(ii) Other current assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Considered good:		
Advance to suppliers	324.68	630.09
Advance to employees	-	20.56
Prepaid expenses	617.23	706.94
Balances with Government Authorities	930.06	940.80
Interest on tax refunds	-	50.84
Incentives receivables	401.74	367.97
Total	2,273.71	2,717.20

15 Inventories

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Raw materials (including goods in transit)	4,361.05	5,067.79
Work-in-progress	520.90	479.26
Finished goods (including goods in transit)	3,664.01	4,394.52
Stock-in-trade	3,830.88	982.55
Stores and spares	398.87	338.28
Total	12,775.71	11,262.40

16 Trade receivables

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Unsecured		
Considered good*	12,443.64	11,919.12
Less: Loss allowance on trade receivables (refer note 51.6)	(414.23)	(500.38)
Net Trade Receivables	12,029.41	11,418.74

* Includes receivables from related parties as referred in note 49.

The Group has availed bill discounting facilities from the banks which do not meet the derecognition criteria for transfer of contractual rights to receive cashflows from the respective trade receivables since they are with recourse to the group. Accordingly as at March 31, 2025, trade receivables balances include ₹ NIL (As at March 31, 2024: ₹ 695.90 Million) and the corresponding financial liability to the banks is included as part of working capital loan under short-term borrowings. Further during the previous year, the group has also availed invoice purchase facility from the bank which met the derecognition criteria since the Group had transferred substantially all the risks and rewards of ownership over such receivables as they are without recourse. Accordingly, as at 31 March 2025, ₹ 1,130.83 Million (As at March 31, 2024: ₹ 1874.05 Million) has been derecognized from trade receivable.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

16 Trade receivables (contd)

Trade receivables ageing schedule as at March 31, 2025

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Undisputed Trade receivables								
- Considered Good	18.92	9,153.83	2,620.48	416.78	116.19	101.98	15.46	12,443.64
Less: Loss allowance on trade receivables	-	-	-	-	-	-	-	(414.23)
Disputed Trade receivables								
- Considered Good	-	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-	-
	18.92	9,153.83	2,620.48	416.78	116.19	101.98	15.46	12,029.41

Trade receivables ageing schedule as at March 31, 2024

Particulars	Unbilled	Not due	Outstanding for following periods from due date of payment					Total
			Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Undisputed Trade receivables								
- Considered Good	11.25	8,162.72	2,095.89	781.98	623.11	88.53	155.64	11,919.12
Less: Loss allowance on trade receivables	-	-	-	-	-	-	-	(500.38)
Disputed Trade receivables								
- Considered Good	-	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-	-
- Credit impaired	-	-	-	-	-	-	-	-
	11.25	8,162.72	2,095.89	781.98	623.11	88.53	155.64	11,418.74

Information about Group's exposure to credit and market risk and impairment losses for trade receivables is included in note 51.6

17 Cash and cash equivalents

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Cash on hand	2.65	1.92
Balances with banks:		
- In current accounts	921.42	603.73
- In deposit accounts	48.52	727.16
- Funds-in-transit	153.05	277.39
Total	1,125.64	1,610.20

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

18 Other balances with banks

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
In deposit accounts	165.59	227.80
In earmarked accounts:		
- Unpaid dividend accounts	6.95	8.18
- Group gratuity accounts	25.27	17.66
- Balance held as margin money against working capital facilities with banks	44.38	47.82
Total	242.19	301.46

19 Equity share capital

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Authorised		
218,370,000 equity shares of ₹ 10/- each with voting rights (March 31, 2024: 188,370,000 equity shares of ₹ 10/- each)	2,183.70	1,883.70
Total	2,183.70	1,883.70
Issued, subscribed and fully paid-up		
92,162,714 equity shares of ₹10/- each with voting rights (March 31, 2024: 91,899,714 equity shares of ₹ 10/- each)	921.63	919.00
Total	921.63	919.00

(i) Reconciliation of number of shares and amount outstanding:

Particulars	Notes	31-Mar-25		31-Mar-24	
		No. of shares	₹ In Million	No. of shares	₹ In Million
Equity share capital					
Equity share of ₹ 10/- each					
Balance at the beginning of the year		91,899,714	919.00	90,302,704	903.03
Changes in equity share capital during the year					
Shares issued pursuant to exercise of stock options	45	263,000	2.63	49,500	0.49
Shares issued pursuant to conversion of share warrants	20 (I)	-	-	1,547,510	15.48
Balance at the end of the year		92,162,714	921.63	91,899,714	919.00

(ii) Detail of the rights, preferences and restrictions attaching to each class of outstanding equity shares of ₹ 10/- each:

The Company has only one class of equity shares, having a par value of ₹10/- each. The holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the board of directors is subject to approval by the shareholders at the ensuing annual general meeting. In the event of liquidation of the Company, the holders of the equity shares will be entitled to receive any of the remaining assets of the Company, after distribution of all preferential amounts. The distribution will be in proportion to number of equity shares held by the shareholders.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

19 Equity share capital (contd)

(iii) Details of equity shares held by each shareholder holding more than 5% of equity shares:

Particulars	31-Mar-25		31-Mar-24	
	No. of shares	%	No. of shares	%
Pronomz Ventures LLP	18,046,585	19.58%	15,789,564	17.18%
Quant Mutual Fund - Quant Active Fund	4,977,936	5.40%	4,977,936	5.42%
Route One Offshore Master Fund, L.P	4,653,310	5.05%	4,653,310	5.06%
Aditya Birla Sun Life Trustee Private Limited A/C Aditya Birla Sun Life Pharma & Healthcare Fund	598,461	0.65%	4,618,885	5.03%

(iv) Details of equity shares of ₹ 10/- each reserved for issuance:

Particulars	No. of shares	No. of shares
	31-Mar-25	31-Mar-24
Towards employee stock options under the various Strides stock option plans (Refer note 45)	2,336,950	2,360,950
Total	2,336,950	2,360,950

(v) **Buy back of shares, issue of bonus shares and shares allotted as fully paid up pursuant to contract(s) without payment being received in cash.**

There have been no buy back of shares, issue of shares by way of bonus shares or issue of shares pursuant to contract without payment being received in cash for the period of five years immediately preceding the Balance sheet date.

(vi) **Details of equity shares held by promoters**

Shareholding of promoters at the end of the year:

S. No	Promoter Name	31-Mar-25			31-Mar-24		
		No. of Shares	% of total shares	% change during the year	No. of Shares	% of total shares	% change during the year
Promoters							
1	Arun Kumar Pillai	2,060,687	2.24%	6.17%	1,940,997	2.11%	0.00%
2	K R Ravishankar	1,255,593	1.36%	0.00%	1,255,593	1.37%	0.00%
3	Pronomz Ventures LLP	18,046,585	19.58%	14.29%	15,789,564	17.18%	(7.52%)
Promoters Group							
4	Hemalatha Pillai	66,760	0.07%	0.00%	66,760	0.07%	0.00%
5	Anuradha K R	5,470	0.01%	0.00%	5,470	0.01%	0.00%
6	Aditya Arun Kumar	58,422	0.06%	0.00%	58,422	0.06%	0.00%
7	K R Lakshmi	130,482	0.14%	0.09%	130,365	0.14%	0.00%
8	Padmakumar Karunakaran Pillai	186,485	0.20%	0.00%	186,485	0.20%	0.00%
9	Rajitha Gopalakrishnan	60,000	0.07%	0.00%	60,000	0.07%	0.00%
10	Sajitha Pillai	95,000	0.10%	0.00%	95,000	0.10%	0.00%
11	Vineetha Mohanakumar Pillai	190,000	0.21%	0.00%	190,000	0.21%	0.00%
Body Corporates							
12	Ambemata Securities	240,860	0.26%	0.00%	240,860	0.26%	(49.99%)
13	Shasun Enterprises LLP (Formerly, Devendra Estates LLP)	156,451	0.17%	(33.98%)	236,977	0.26%	(71.24%)
14	Araganya Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	300,000	0.33%	0.00%	300,000	0.33%	0.00%
15	Karuna Business Solutions LLP	3,225,050	3.50%	0.00%	3,225,050	3.51%	92.25%

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

20 Other equity

₹ In Million			
Particulars	Notes	As at 31-Mar-25	As at 31-Mar-24
(A) Share application money pending allotment	20 (A)	-	1.20
(B) Reserves and surplus			
Capital reserve	20 (B)(i)	(1,150.40)	330.07
Securities premium	20 (B)(ii)	15,094.49	18,233.08
Capital redemption reserve	20 (B)(iii)	601.61	601.61
Share options outstanding account	20 (B)(iv)	5.13	29.71
Equity for gross obligation	20 (B)(v)	(4,063.14)	(4,063.14)
General reserve	20 (B)(vi)	4,041.70	4,041.56
Retained earnings	20 (B)(vii)	4,589.19	(2,844.89)
(C) Items of other comprehensive income			
FVOCI equity investments reserve	20 (C)(i)	(378.18)	(1,823.45)
Cash flow hedging reserve	20 (C)(ii)	36.13	20.81
Foreign currency translation reserve	20 (C)(iii)	6,007.46	5,940.59
Remeasurement of the defined benefit liabilities / (asset)	20 (C)(iv)	(187.31)	(130.50)
Total		24,596.68	20,336.65

Nature and purpose of other reserve

(a) Capital reserve

Capital reserve is created on account of Foreign Currency Convertible Bonds, business combinations and demerger. It is utilised in accordance with the provisions of the Companies Act, 2013.

(b) Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(c) Capital redemption reserve

Capital redemption reserve is a statutory, non-distributable reserve into which the amounts are transferred following the redemption or purchase of Company's own shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(d) Share options outstanding account

The fair value of the equity-settled share based payment transactions with employees is recognised in statement of profit and loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

(e) Equity for gross obligation

The Group has issued written put option to non-controlling interests in certain subsidiaries of the Group in accordance with the terms of underlying agreement with such option holders. Should the option be exercised, the Group has to settle such liability by payment of cash. On initial recognition, the amount that may become payable under the option on exercise is recognised as a financial liability at its present value of the redemption amount with a corresponding charge directly to the other equity.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

20 Other equity (contd)

(f) General reserve

General reserves are the retained earnings of a Group which are appropriated out of Group's profits. General reserve is a free reserve which can be utilised for any purpose after fulfilling certain conditions in accordance with the provisions of the Companies Act, 2013.

(g) Retained earnings

Retained earnings are the profits that the Group has earned till date, less any transfers to other reserves, dividends or other distributions paid to its equity shareholders.

(h) FVOCI equity investments reserve

The Group has elected to recognise changes in the fair value of certain investments in other comprehensive income. These changes are accumulated within FVOCI equity investments reserve.

(i) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

(j) Foreign currency translation reserve

The translation reserve comprise all foreign currency differences arising from the translation of the financial statements of foreign operations, as well as the effective portion of any foreign currency differences arising from hedges of a net investment in a foreign operation.

(k) Remeasurement of the defined benefit liabilities / (asset)

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised within this component of other comprehensive income. Items included in actuarial gain or loss reserve will not be reclassified subsequently to statement of profit and loss.

(l) Share warrants

Board of Directors of the Company on March 14, 2022 approved the issuance of upto 2,000,000 Equity Warrants at a price of ₹ 442/- per warrant, to Karuna Business Solutions LLP, a promoter group entity, with a right to apply for and get allotted, within a period of 18 (Eighteen) months from the date of allotment of Warrants, 1 (one) Equity Share of face value of ₹ 10/- (Rupee Ten Only) each for each Warrant, for cash. The issue was approved by the shareholders of the Company at the Extra Ordinary General Meeting held on April 7, 2022 and has also received requisite listing approvals. An amount of ₹ 221 million equivalent to 25% of the Warrant Price was paid to the Company at the time of subscription and the balance 75% of the Warrant Price was payable by the Warrant holder against each Warrant at the time of allotment of Equity Shares pursuant to exercise of the options. During the year ended March 31, 2023, on exercise of options by Karuna Business Solutions LLP and on receipt of subscription money of ₹150 million, the Company has converted 452,490 convertible warrants into Ordinary Shares.

During the previous year ended March 31, 2024, on exercise of options by Karuna Business Solutions LLP and on receipt of balance subscription money of ₹ 513 million, the Company has fully converted 1,547,510 convertible warrants into Ordinary Shares.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

20 Other equity (contd)

The Company has fully utilised the amounts of ₹ 884 million towards capital resources and operations.

₹ In Million

Particulars	31-Mar-25	31-Mar-24
(A) Share application money pending allotment		
Opening balance	1.20	-
Add: Received /(allotment done) during the year	(1.20)	1.20
Closing balance [A]	-	1.20
(B) Reserves and surplus		
(i) Capital reserve		
Opening balance	330.07	357.27
Less: Adjustment pursuant to the scheme of merger (Refer note 50.2)	(517.28)	-
Less: Pursuant to business combinations (refer note 39)	(963.19)	(27.20)
Closing balance	(1,150.40)	330.07
(ii) Securities premium		
Opening balance	18,233.08	17,544.50
Add: Adjustment pursuant to the scheme of merger (Refer note 50.2)	517.28	-
Less: Adjustment pursuant to the scheme of demerger (Refer Note 40.1)	(3,755.99)	-
Add: Premium received on shares issued during the year	100.12	20.06
Add: Premium on conversion of share warrants	-	668.52
Closing balance	15,094.49	18,233.08
(iii) Capital redemption reserve		
Opening balance	601.61	601.61
Closing balance	601.61	601.61
(iv) Share options outstanding account (refer note 45)		
Opening balance	29.71	23.17
Less: Transferred to securities premium account on exercise of ESOPs	(40.53)	(8.02)
Less: Transferred to general reserve on stock options lapse	(0.14)	(1.30)
Add: Employee stock compensation expenses	16.09	15.86
Closing balance	5.13	29.71
(v) Equity for gross obligation		
Opening balance	(4,063.14)	(4,063.14)
Add: Pursuant to business combinations	-	-
Closing balance	(4,063.14)	(4,063.14)
(vi) General reserve		
Opening balance	4,041.56	4,040.26
Add: Transferred to general reserve on stock options lapse	0.14	1.30
Closing balance	4,041.70	4,041.56

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

20 Other equity (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
(vii) Retained earnings		
Opening balance	(2,844.91)	(2,003.27)
Add: Profit / (loss) for the year	35,934.55	(706.12)
Less: Dividend paid on equity shares	(229.90)	(135.50)
Less: Adjustment pursuant to the scheme of demerger (Refer note 40.1)	(28,270.55)	-
Closing balance	4,589.19	(2,844.89)
Total Reserves and surplus [B]	19,118.58	16,328.00
(C) Items of other comprehensive income		
(i) FVOCI equity investments reserve		
Opening balance	(1,823.45)	(1,300.04)
Add / (Less): Other comprehensive income for the year (net of taxes)	1,445.27	(523.41)
Closing balance	(378.18)	(1,823.45)
(ii) Cash flow hedging reserve		
Opening balance	20.81	(12.42)
Add / (Less): Other comprehensive income for the year (net of taxes)	15.32	33.23
Closing balance	36.13	20.81
(iii) Foreign currency translation reserve		
Opening balance	5,940.59	5,954.91
Add / (Less): Other comprehensive income for the year	66.87	(14.32)
Closing balance	6,007.46	5,940.59
(iv) Remeasurement of the defined benefit liabilities / (asset)		
Opening balance	(130.50)	(94.30)
Add / (Less): Other comprehensive income for the year (net of taxes)	(56.81)	(36.20)
Closing balance	(187.31)	(130.50)
Total items of other comprehensive income [C]	5,478.10	4,007.45
(D) Money received against share warrants		
Opening balance	-	171.00
Add: Received during the year	-	513.00
Less: Transferred to equity share capital on allotment (refer note 20(I))	-	(15.48)
Less: Transferred to securities premium account on allotment (refer note 20(I))	-	(668.52)
Closing balance	-	-
Total of money received against share warrants [D]	-	-
Attributable to owners of the Company [A + B + C + D]	24,596.68	20,336.65

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

21 Non-controlling interests

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Opening balance	(538.57)	(393.75)
Less: Profit/(Loss) for the year	40.57	(237.00)
Add / (Less): Other comprehensive income/(loss) for the year	27.46	(6.34)
Add / (Less): Pursuant to exchange movement	(50.40)	(8.70)
Add / (Less): Pursuant to disposal of subsidiary (refer note 40.3)	-	8.68
Add / (Less): Pursuant to acquisition of non-controlling interest (refer note 39)	867.27	98.54
Closing balance	346.33	(538.57)

22 Borrowings

Borrowings consist of the following:

(i) Non-current borrowings

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
a) Borrowings U.S. revolver facility - Secured	4,191.09	3,676.44
Subtotal (a)	4,191.09	3,676.44
b) Borrowings others		
Secured		
- Debentures from others (refer note (ii) below)	-	731.19
- Other loans from banks (refer note (iii) to (xii) below)	1,393.57	1,066.88
- Term loans from others (refer note (xiii) and (xiv) below)	-	709.50
Unsecured		
- Term loans from others (refer note (xv) to (xxii) below)	127.78	530.98
Subtotal (b)	1,521.35	3,038.55
Total (a+b)	5,712.44	6,714.99

Details of security and terms of repayment for the non-current borrowings:

₹ In Million		
Terms of repayment and security	31-Mar-25	31-Mar-24
(i) U.S. revolver facility		
Long-term loan	4,191.09	3,676.44
Current maturities of long-term loan	-	-
Security: First charge on the current assets of the borrowing subsidiary and Pari-Passu first charge on the fixed assets of the borrowing subsidiary.		
Rate of interest: Daily Simple SOFR + 2.25% p.a		
Repayment terms: : Repayable at the end of 5 years		
(ii) Debentures		
Series A 500 debentures of ₹ 1,000,000 each fully paid	-	731.19
Series B 750 debentures of ₹ 1,000,000 each fully paid		
Current maturities of debentures	-	495.26

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

22 Borrowings (contd)

	₹ In Million	
Terms of repayment and security	31-Mar-25	31-Mar-24
Series A 500 debentures of ₹1,000,000 each fully paid Terms: Secured, Non-cumulative, Non-convertible, Redeemable debentures Security: First ranking pari passu charge over immovable properties, movable properties, intangible assets, goodwill, current assets of the Company. First ranking exclusive charge over the equity shares of the subsidiary (Strides Alathur Private Limited formerly known as Vivimed Life Sciences Private Limited). First pari passu charge on fixed assets, immovable properties, intangibles, goodwill and second ranking pari passu charge over all current assets of the subsidiary (Strides Alathur Private Limited formerly known as Vivimed Life Sciences Private Limited) Margin money of ₹36.14 Mn is lien-marked in favour of debenture trustee. Rate of Interest : 11% to 12.42% p.a. Repayment: Loan has been fully repaid during the year		
(iii) Term loans from banks: Loan 1		
Long-term loan	3.68	5.00
Current maturities of long-term loan	1.55	1.59
Security: Hypothecation of assets procured from the term loans. Rate of interest: 7.0% to 8.49% p.a. Repayment terms: 60 monthly installments. The outstanding term as at March 31, 2025 is 43 installments.		
(iv) Term loans from banks: Loan 2		
Long-term loan	-	124.88
Current maturities of long-term loan	125.43	124.80
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 9.7% to 10.9% p.a. Repayment terms: 48 equal monthly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 12 instalments.		
(v) Term loans from banks: Loan 3		
Long-term loan	29.47	121.72
Current maturities of long-term loan	89.76	84.28
Security: First charge on the current assets of the borrowing subsidiary and Pari-Passu first charge on the fixed assets of the borrowing subsidiary Rate of interest: 3.62% p.a. Repayment terms: Repayable in 60 monthly installments. The outstanding term as at March 31, 2025 is 20 installments.		
(vi) Term loans from banks: Loan 4		
Long-term loan	-	53.33
Current maturities of long-term loan	-	26.67
Security: Second charge on all current assets and fixed assets including intangible assets of the borrowing subsidiary, present and future and guaranteed by National Credit Guarantee Trustee Company Limited Rate of interest: 9.25% Repayment terms: Loan has been repaid in full during the year		

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

22 Borrowings (contd)

	₹ In Million	
Terms of repayment and security	31-Mar-25	31-Mar-24
(vii) Term loans from banks: Loan 5		
Long-term loan	310.25	217.66
Current maturities of long-term loan	125.00	31.25
Security: First pari-passu charge on the movable fixed assets of the Company. Second pari-passu charge on the current assets of the Company. Rate of interest: 11.50 % p.a. Repayment terms: 16 equal quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 14 instalments.		
(viii) Term loans from banks: Loan 6		
Long-term loan	211.11	544.29
Current maturities of long-term loan	341.51	655.51
Security: First pari-passu charge on the fixed assets of the Company. Second pari-passu charge on the current assets of the Company Rate of interest: 9.15% p.a. The bank has taken over ₹ 1,046.25 million of loan from other bank and financial institutions. Repayment terms: 17 equal quarterly instalments. The outstanding term as at March 31, 2025 is 5 instalments. Repayment terms: 24 to 38 monthly instalments. The outstanding term as at March 31, 2025 is 8 to 22 instalments.		
(ix) Term loans from banks: Loan 7		
Long-term loan	95.48	-
Current maturities of long-term loan	-	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company. Rate of interest: 9.25% p. a. Repayment terms: 16 quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 16 instalments.		
(x) Term loans from banks: Loan 8		
Long-term loan	653.50	-
Current maturities of long-term loan	176.00	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 9.50% p. a. Repayment terms: 57 monthly installment with a moratorium of 3 months. The outstanding term as at March 31, 2025 is 57 instalments.		
(xi) Term loans from banks: Loan 9		
Long-term loan	2.60	-
Current maturities of long-term loan	0.57	-
Rate of interest: 10.6% p.a. Repayment terms: Repayable in 60 monthly installments. The outstanding term as at March 31, 2025 is 56 installments.		

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

22 Borrowings (contd)

	₹ In Million	
Terms of repayment and security	31-Mar-25	31-Mar-24
(xii) Term loans from banks: Loan 10 *		
Long-term loan	87.48	-
Current maturities of long-term loan	19.69	-
Rate of interest: 6.65% p.a. Repayment terms: Repayable in 60 equal monthly instalments. The outstanding term as at March 31, 2025 is 57 instalments.		
(xiii) Term loans from others: Loan 11		
Long-term loan	-	348.39
Current maturities of long-term loan	-	120.00
Security: Pari-passu first charge on the fixed assets of the Company and second pari-passu charge on the current assets of the Company Rate of interest: 10.00% p.a. to 12.40% p.a. Repayment terms: 60 equal monthly installments. The loan is transferred as part of the scheme of demerger (refer note 40.1)		
(xiv) Term loans from others: Loan 12		
Long-term loan	-	361.11
Current maturities of long-term loan	-	111.11
Security: Exclusive charge by way of hypothecation on both fixed and current assets of the Company Rate of interest: 12.60% p.a. Repayment Terms: Loan has been repaid fully during the year		
(xv) Unsecured Long-term loans from Others : Loan 13		
Long-term loan	-	23.29
Current maturities of long-term loan	-	7.51
Rate of interest: Nil Repayment terms: Within 5 years from date of drawdown.		
(xvi) Unsecured Long-term loans from others: Loan 14 *		
Long-term loan	1.56	2.00
Current maturities of long-term loan	0.55	0.46
Security : Motor Vehicle Rate of interest: 11.75% p.a. Repayment terms: Within 5 years from date of drawdown		
(xvii) Unsecured Long-term loans from others: Loan 15 *		
Long-term loan	-	-
Current maturities of long-term loan	-	25.95
Rate of interest: 7% p.a. Repayment terms: Repayable at the option of the borrower on or before 2 years from the date of disbursement.		
(xviii) Unsecured Long-term loans from others: Loan 16 *		
Long-term loan	51.92	45.34
Current maturities of long-term loan	-	-
Rate of interest: 7.0% p.a. (Prime lending rate as on March 31, 2021) Repayment terms: Repayable at the option of the borrower.		
(xix) Unsecured Long-term loans from others: Loan 17 *		
Long-term loan	45.61	44.55
Current maturities of long-term loan	-	-
Rate of interest: 12.5% p.a. Repayment terms: Repayable at the end of 5 years		

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

22 Borrowings (contd)

	₹ In Million	
Terms of repayment and security	31-Mar-25	31-Mar-24
(xx) Unsecured Long-term loans from others: Loan 18 *		
Long-term loan	-	415.80
Current maturities of long-term loan	-	4.33
Rate of interest: 12.5% p.a. Repayment terms: 360 equal monthly installments. The loan has been fully repaid during the year.		
(xxi) Unsecured Long-term loans from others: Loan 19 *		
Long-term loan	16.79	-
Current maturities of long-term loan	-	-
Rate of interest: Prime rate (between 7.75% to 11.25%) Repayment terms: Repayable at the end of 5 years		
(xxii) Unsecured Long-term loans from others: Loan 20 *		
Long-term loan	11.90	-
Current maturities of long-term loan	-	-
Rate of interest: Prime rate (between 7.75% to 11.25%) Repayment terms: Repayable at the end of 5 years		
Total	6,592.50	8,403.71

* Loan taken by foreign subsidiary

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
Disclosed under non-current borrowings	5,712.44	6,714.99
Disclosed under current borrowings		
- Current maturities of non-current borrowings	880.06	1,688.72
Total	6,592.50	8,403.71

(ii) Current borrowings

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
Current maturities of non-current borrowings	880.06	1,688.72
Secured loans repayable on demand from banks:		
Other working capital loans	8,972.21	12,473.96
Short-term loans	1,068.25	2,209.31
Unsecured loans		
- Loans repayable on demand from banks	1,323.17	1,034.15
- Loans repayable on demand from others	-	24.12
Total	12,243.69	17,430.26

Note:

- (a) **Details of security for the secured loans repayable on demand:** Working capital and short-term loans from banks are secured by first pari passu charge over current assets of the Group and second pari passu charge on movable and immovable fixed assets of the Company (other than land and building situated at Navi Mumbai) and respective current assets of the borrowing subsidiaries.

Rate of interest ranges from 5.90% to 11.85% p.a. (previous year 1.40% to 13.00% p.a).

- (b) The returns or statements filed by the Group with the banks or financial institutions, for its borrowings, are in agreement with books of accounts.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

22 Borrowings (contd)

Net debt reconciliation

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Non-current borrowings	5,712.44	6,714.99
Current borrowings- working capital loans	11,363.63	15,741.54
Current maturities of long-term loans	880.06	1,688.72
	17,956.13	24,145.25
Less:		
Cash and cash equivalents	(1,125.64)	(1,610.20)
Balances in deposit accounts	(165.59)	(227.80)
Balances held as margin money	(128.50)	(86.36)
Cash and bank balances	(1,419.73)	(1,924.36)
Current investments (highly liquid)	(695.00)	(1,057.58)
Net debt	15,841.40	21,163.31

₹ In Million					
Reconciliation	Cash and bank balances (including deposit and margin money)	Current investments	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2024	1,924.36	1,057.58	8,403.71	15,741.54	21,163.31
Pursuant to business combinations (Refer note 39)	16.93	-	-	-	(16.93)
Cash flows	(516.40)	(415.29)	(1,487.60)	(2,030.34)	(2,586.25)
Effect of exchange differences on restatement of foreign currency balances	(5.38)	26.77	113.62	17.13	109.36
On account of demerger	0.22	-	(468.39)	(2,364.70)	(2,833.31)
Fair valuation of investments	-	25.94	-	-	(25.94)
Others	-	-	31.16	-	31.16
As on March 31, 2025	1,419.73	695.00	6,592.50	11,363.63	15,841.40

₹ In Million					
Reconciliation	Cash and bank balances (including deposit and margin money)	Current investments	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2023	3,183.09	508.40	14,436.97	13,307.62	24,053.10
Pursuant to business combinations (Refer note 39)	33.41	-	-	-	(33.41)
Pursuant to disposal of subsidiaries(refer note 40)	(1.35)	-	-	-	1.35
Cash flows	(1,292.41)	541.90	(6,269.03)	2,424.47	(3,094.05)
Effect of exchange differences on restatement of foreign currency balances	1.62	7.30	151.22	9.40	151.70
Others	-	(0.02)	84.55	0.05	84.62
As on March 31, 2024	1,924.36	1,057.58	8,403.71	15,741.54	21,163.31

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

23 Other financial liabilities

Other financial liabilities consist of the following:

(i) Other non-current financial liabilities

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Security deposits *	7.20	7.20
Contingent consideration payable	40.50	38.33
Gross obligation under written put option	88.24	80.69
Derivative liability	11.53	10.59
Total	147.47	136.81

*includes deposits received from related party (refer note 49)

(ii) Other current financial liabilities

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Interest accrued but not due on borrowings	74.78	113.65
Unclaimed dividends *	6.95	8.17
Derivative liability	42.05	-
Other payables:		
- Payables on purchase of property, plant and equipments and intangible assets	315.19	99.24
- Payables on purchase of non-current investments	7.57	47.88
- Contingent consideration for acquisition of subsidiaries	-	56.55
- Other payable to employees	621.12	405.30
- Others	-	-
Total	1,067.66	730.79

*Investor Education and Protection Fund shall be credited when due.

24 Trade payables

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Other payables:		
- Advances from customers	300.53	260.37
- Statutory liabilities	500.24	428.80
Total	800.77	689.17

25 Provisions

Provisions consist of the following:

(i) Non-current provisions

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Provision for employee benefits:		
Gratuity and other benefits (refer note 46)	602.69	548.33
Provision - Others:		
- Provision for sales return	536.69	367.97
Total	1,139.38	916.30

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

25 Provisions (contd)

(ii) Current provisions

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Provision for employee benefits:		
- Compensated absences	339.70	275.43
- Gratuity and other benefits (Refer note 46)	5.84	6.12
Provision - Others:		
- Provision for sales return	443.43	406.15
- Provision for claims	23.12	27.55
Total	812.09	715.25

Movement in provisions

₹ In Million				
Particulars	Claims	Gratuity and other benefits	Compensated absences	Sales Return
Opening balance as at April 1, 2023	657.52	412.39	229.93	659.28
Pursuant to exchange rate fluctuations	2.46	-	-	12.71
Provision recognised / (reversed) during the year (net)	(632.43)	142.06	45.50	102.13
Closing balance as at March 31, 2024	27.55	554.45	275.43	774.12
Pursuant to exchange rate fluctuations	(0.69)	-	-	19.41
Pursuant to demerger		(41.40)	(7.11)	-
Provision recognised / (reversed) during the year (net)	(3.74)	95.48	71.38	186.59
Closing balance as at March 31, 2025	23.12	608.53	339.70	980.12

26 Trade payables

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Total outstanding dues of micro enterprises and small enterprises (MSME)	319.33	348.77
Total outstanding dues of creditors other than micro and small enterprises*	10,005.65	8,167.12
Total	10,324.98	8,515.89

* includes dues to related party as referred in note 49.

Trade payable ageing schedule as at March 31, 2025

₹ In Million							
Particulars	Unbilled Payables	Not due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME	-	153.69	161.21	0.43	1.94	2.06	319.33
- Others	1952.49	4,672.05	2,968.91	114.79	185.11	112.28	10,005.63
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

26 Trade payables (contd)

Trade payable ageing schedule as at March 31, 2024

							₹ In Million
Particulars	Unbilled Payables	Not due	Outstanding for following periods from due date of payment				Total
			Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME	-	156.99	169.84	9.46	2.00	10.48	348.77
- Others	1,514.38	2,523.50	3,590.06	307.38	27.41	204.41	8,167.14
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

All trade payables are current. The Group's exposure to the currency and liquidity risks related to trade payables is disclosed in note 51.

27 Tax liabilities

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Provision for tax (net of advance tax)	340.37	404.16
Total	340.37	404.16

28 Revenue from operations

A.

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Sale of products	43,442.72	36,682.35
Sale of services	474.10	617.88
	43,916.82	37,300.23
Other operating revenues*	1,736.53	1,601.03
Total	45,653.35	38,901.26

* Other operating revenue include support service income ₹ 779.26 Million (2024: ₹ 668.67 Million), royalty income ₹ 4.23 Million (2024: ₹ NIL), gain on sale of IP ₹ 275.99 million (2024: ₹ 310.54 million) and export incentives ₹ 618.94 Million (2024: ₹ 308.67 Million).

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

28 Revenue from operations (contd)

B. Disaggregated revenue information

In the following table, revenue from contracts with customers is disaggregated by primary geographical market

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
North America	24,505.75	20,671.05
Australia	4,395.82	3,650.90
Africa	4,615.82	3,800.23
Europe	9,937.98	8,662.96
India	159.56	234.30
Asia (excluding India)	225.46	164.67
Others	76.43	116.12
	43,916.82	37,300.23
Revenue from other sources		
Other operating revenue	1,736.53	1,601.03
	1,736.53	1,601.03
Total revenue from operations	45,653.35	38,901.26

Geographical revenue is allocated based on the location of the customers.

C. Contract balances

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
Advance from customers	300.53	260.37
Trade receivables	12,029.41	11,418.74

D. Changes in Contract liabilities - Advance from customers

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
Opening balance	260.37	324.50
Add: Advance received during the year	135.53	95.91
Less: Revenue recognised from advance from customers during the year	(95.37)	(160.04)
Closing Balance	300.53	260.37
Expected revenue recognition from remaining performance obligation within 1 year	300.53	260.37

E. Performance obligation

In relation to the information about the Group's performance obligations in contract with customers refer note 3.5

F. Reconciliation of revenue from contracts with customers

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24
Revenue from contracts with customers as per the contract price	69,175.44	59,292.08
Adjustments made to contract price on account of :-		
a) Chargebacks / Discounts / Rebates / Incentives	(24,794.96)	(21,297.16)
b) Sales returns/ reversals	(463.66)	(694.69)
Revenue from Contracts with customers as per statement of profit and loss	43,916.82	37,300.23

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

29 Other income

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Interest income (Refer note (i) and (ii) below)	453.69	296.42
Income from current investments	26.26	7.87
Rental income	21.01	17.93
Other non-operating income:		
- Liabilities / provisions no longer required written back	-	0.76
- Guarantee commission	31.78	48.78
- Gain on sale of property, plant and equipment, other intangible assets and investment property (net)	40.95	14.32
- Others	13.53	10.93
Total	587.22	397.01

(i) includes interest income from related parties as referred in note 49.

(ii) Includes interest income amounting to ₹ 312 million (2024: ₹ 72 million) on tax refunds.

30 Changes in inventories of finished goods, work-in-progress and stock-in-trade

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Inventories at the end of the year		
- Work-in-progress	520.90	440.11
- Stock-in-trade	3,830.88	982.55
- Finished goods	3,664.01	4,088.04
	8,015.79	5,510.70
(Add)/Less: Consolidation adjustment:		
- Work-in-progress	35.21	2.82
- Finished goods	281.33	32.02
	316.54	34.84
Inventories at the beginning of the year		
- Work-in-progress	440.11	472.72
- Stock-in-trade	982.55	855.51
- Finished goods	4,088.04	4,578.30
	5,510.70	5,906.53
Add: Opening stock pertaining to entity acquired during the year (Refer note 39)		
- Finished goods	1.31	-
	1.31	-
Add: Opening stock pursuant to demerger (Refer note 40.1)		
- Work-in-progress	39.14	-
- Finished goods	308.03	-
	347.17	-
Total	(1,840.07)	430.67

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

31 Employee benefits expense

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Salaries, wages and bonus	7,321.87	6,226.52
Contribution to provident and other funds (Refer note 46)	609.52	543.04
Share based compensation expense (Refer note 45)	16.09	15.86
Staff welfare expenses	680.10	585.06
Total	8,627.58	7,370.48

32 Finance costs

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Interest expense on:		
- Borrowings	1,983.32	2,201.49
- Leases (refer note 5)	90.96	183.59
- Discounting of deposits	0.03	-
Other finance costs	414.20	417.16
Total	2,488.51	2,802.24

33 Depreciation and amortisation expense

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Depreciation on plant, property and equipments	895.95	1,123.33
Depreciation on right to use	258.54	361.20
Depreciation on investment property	6.74	6.80
Amortisation on other intangible asset	761.37	715.50
Amount charged to the statement of profit and loss:	1,922.60	2,206.83
- under continuing operations	1,922.60	2,136.42
- under discontinued operations	-	70.41

34 Other expenses

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Subcontracting charges	690.99	532.35
Consumption of stores and spares	848.45	812.65
Power, fuel and water	581.72	751.28
Rent including lease rentals (Refer note 5)	156.16	157.61
Repairs and maintenance:		
- Buildings	74.39	34.55
- Machinery	386.93	651.72
- Others	1,023.75	931.89
Insurance	200.15	184.14
Rates and taxes	574.75	613.78
Communication expense	68.47	74.44
Travelling and conveyance	196.66	155.37
Printing and stationery	31.82	33.55
Carriage, freight and forwarding	2,333.95	1,682.14

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

34 Other expenses (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Business promotion	544.02	365.07
Sales commission	103.99	103.13
Failure to Supply	(16.89)	(5.07)
Donations and contributions	3.42	39.80
Legal and professional fees	987.56	761.67
Loss allowance on trade receivables	10.85	148.10
Bio-study expenses	95.31	34.91
Foreign exchange (gain) / loss - net	(33.50)	(96.41)
Miscellaneous expenses	335.03	249.74
Total	9,197.98	8,216.41

35 Exceptional items

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Exchange gain/ (loss) on long-term foreign currency loans and deferred consideration	-	5.59
Impairment and write down of assets (refer note (b) below and note 40.3 (i) and (ii))	(0.05)	(1,575.06)
Expenses related to product recall and settlements (refer note (a) below)	(424.02)	(290.18)
Gain on fair valuation of investments (refer note (c) below)	1,021.14	-
Business combination and restructuring expenses (refer note 39)	49.54	(28.83)
Employee severance and retrenchment expense (refer note (d) below)	-	(1.97)
Total	646.61	(1,890.45)

Note

- (a) On March 31, 2020, US Food and Drug Administration (USFDA or the Agency) issued letters to all manufacturers of Ranitidine across dosage forms requesting withdrawal of all prescription(Rx) and over-the-counter (OTC) ranitidine drugs from the market immediately. This step was based on their ongoing investigation of the N-Nitrosodimethylamine (NDMA) impurity in ranitidine medications. As a result, effective April 1, 2020, the Group had ceased further distribution of the product and is currently in the process of withdrawing the product from the market.

During the year ended March 31, 2022, USFDA issued a letter to the Group to test for the presence of Azide impurity(s) in Losartan. The Azide impurities are API process impurity(s), with the API supplier also receiving a similar letter from USFDA. The results confirmed the presence of Azide impurity(s) in the batches tested. As a result, the Group recalled specific batches which had the Azide impurity(s).

During the current year ended March 31, 2025 and previous year ended March 31, 2024, with respect to the above mentioned recalls, the Group is carrying sufficient provision for sales return and has recorded an amount of ₹ 297.11 million and ₹ 290.18 million respectively, towards other expenses related to its product withdrawal and settlements. Furthermore, the expenses recorded also include legal fees incurred by the Group in respect of its ongoing litigations with respect to these recalled products. These amounts, in line with earlier periods, have been recorded as an expense within Exceptional items in the statement of profit and loss during the period. During the year ended March 31, 2025, the Group voluntarily initiated recall of testosterone due to the presence of trace amounts of Benzene and the Group is reformulating the Product to ensure conformance with the FDA's updated requirements. Subsequent to the year end, the Group has received certain complaints which are legal in nature and are under evaluation. Accordingly the Group has created a provision of ₹ 126.92 million towards the recall and other related expense which has been presented in exceptional items in the Statement of profit and loss during the period.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

35 Exceptional items (contd)

- (b) (i) During the previous year ended March 31, 2024, Strides Pharma Global Pte. Limited, Singapore, entered into a binding agreement with PharmaGend Global Medical Services Pte. Ltd. (formerly known as Rxilient Biohub Pte Ltd)(Rxilient Biohub) for the sale of its manufacturing facility including licenses, equipment, vendor contracts and leases for a total cash consideration of USD 15 million. As part of the transaction, Rxilient Biohub has taken over the long term lease obligation of the manufacturing site from Strides Pharma Global Pte. Limited.

Accordingly, the difference between the carrying value of the assets and the consideration (net off expenses) amounting to ₹ 1,414 million has been accounted as a loss under exceptional items.

- (ii) Discontinued IPs were written down during the previous year amounting to ₹ 87.08 million”

- (c) As of April 1, 2024, equity interest held by Arco Lab Private Limited in OneSource Specialty Pharma Limited ceased to be accounted as equity accounted investee, hence in accordance with Ind AS 109- Financial Instruments, this investment has been fair valued and cumulative gain till April 1, 2024 amounting to ₹ 1,021 million has been accounted as exceptional item. Subsequent change in fair value amounting to ₹ 1,945 million has been recorded in Other comprehensive income for the year ended March 31, 2025.
- (d) The Group as part of cost improvement measures globally and capacity optimization at various manufacturing locations, resulting in one time severance expense aggregating to ₹ NIL (March 31, 2024: ₹ 1.97 million)

36 Tax expense

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Current tax		
Current tax expense	596.90	449.54
Current tax relating to prior years reversed	(127.81)	(125.80)
	469.09	323.74
Deferred tax benefit		
Deferred tax expense / (benefit)	291.42	(139.81)
Minimum alternative tax credit utilised	14.65	107.19
	306.07	(32.62)
Total	775.16	291.12

The reconciliation of estimated income tax expenses at statutory income tax rate to income tax expense reported in statement of profit and loss is as follows:

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Profit before tax		
- from continuing operations	4,869.21	(1,147.92)
- from discontinued operations	31,881.07	520.70
	36,750.28	(627.22)
Indian statutory income tax rate	34.944%	34.944%
Expected income tax expense	12,842.02	(219.18)
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expenses:		
Tax impact on gain on demerger (not subject to tax)	(11,140.52)	-
Income exempt from tax	(432.13)	(133.25)
Effect of expenses that are not deductible in determining taxable profit	201.68	14.90
Effect of concessions		(32.54)
Effect of current year losses on which deferred tax assets not created	161.48	243.94
Effect of losses of earlier years on which deferred tax assets created	(96.24)	106.99

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

36 Tax expense (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Effect of different tax rates of subsidiaries operating in other jurisdictions	(523.05)	152.79
Effect on deferred tax balances due to the change in income tax rate	4.09	-
Tax pertaining to prior years	(232.98)	(119.79)
Tax effect on share of equity accounted joint venture and associates, not recognised	-	614.07
Others (net)	(9.19)	(312.03)
Tax pertaining to discontinued operations	-	(24.78)
Total Income tax expense	775.16	291.12

Refer note 12 for significant components of deferred tax assets and liabilities.

The Group is subject to complexities with respect to various tax positions on matters such as deductibility of transactions, availability of tax incentives and exemptions for earlier years and cross border transfer pricing arrangements, wherein it faces litigation from the authorities over the years.

Uncertainty in a tax position may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Group makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Group recognizes accruals which reflect its best estimate of the outcome based on the facts known.

₹ In Million		
Unrecognised deferred tax assets/liabilities	31-Mar-25	31-Mar-24
Tax losses	8,723.53	10,155.43
Expiry Period*	2025-2045	2024-2044

*Group is operational in countries where there are no expiry for carry forward of tax losses. The expiry period is mentioned only for entities where there are expiry in carried forward of tax losses.

37 Other comprehensive income

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
A) Items that will not be reclassified to profit or loss		
(i) Defined benefit obligations	(85.09)	(55.82)
Income tax on above	28.28	19.62
	(56.81)	(36.20)
(ii) FVOCI equity investments (Refer note 35 (c))	1,934.79	(523.16)
Income tax on above	(489.51)	(0.25)
	1,445.28	(523.41)
Total [A]	1,388.47	(559.61)
B) Items that may be reclassified to profit or loss		
(i) Cash flow hedge	23.55	51.08
Income tax on above	(8.23)	(17.85)
	15.32	33.23
(ii) Foreign currency translations	94.33	(20.66)
Income tax on above	-	-
	94.33	(20.66)
Total [B]	109.65	12.57
Total [A+B]	1,498.12	(547.04)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

38 Details of research and development expenditure incurred (charged to statement of profit and loss)

₹ In Million

Particulars	31-Mar-25	31-Mar-24
Cost of materials consumed	46.50	55.43
Salaries, wages and bonus	241.75	219.27
Biostudy expenses	43.27	7.41
Legal and professional fees	41.74	12.22
Consumption of stores and spares	151.08	135.15
Regulatory expenses	-	20.20
Travelling and conveyance	8.69	4.81
Depreciation and amortisation expenses	62.31	68.46
Others	146.30	140.95
Total	741.64	663.90

39 Business combinations (including acquisitions of non controlling interest)

39.1 Business combinations

- A During the year ended March 31, 2025, Strides Arcolab International Limited (SAIL UK), a wholly owned subsidiary of the Group in UK, acquired balance stake in Strides Global Consumer Healthcare Limited (Consumer UK) from the existing investor. Consumer UK also has two wholly owned subsidiaries - Strides Consumer Private Limited (India) and Strides Consumer LLC (USA). Consumer UK is an IP holding entity and is into the business of sale and distribution of pharmaceutical and other over-the-counter consumer health care products, through its subsidiaries in US and India. The Group has accounted for this investment as a business combination and recorded a Goodwill of ₹ 51.05 million.

During year ended March 31, 2025:

Entity / Business Acquired	Principal Activity	Date of Acquisition
Strides Global Consumer Healthcare Limited	Sale and distribution of pharmaceutical and other over the counter consumer health care products	Aug 5, 2024

Consideration transferred

Particulars	Amount
Consideration transferred	0.00

Assets acquired and liabilities recognised at the date of acquisition

Particulars	Amount
Non-current assets (includes intangibles at fair value)	457.80
Current Assets	111.94
Non-current liabilities	(143.98)
Current Liabilities	(476.81)
Net Assets	(51.05)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

39.1 Business combinations (contd)

- B During the year ended March 31, 2025, Strides Pharma Global Pte Ltd, a wholly owned subsidiary of the Group in Singapore, acquired 100% stake in Amexel Pte Ltd from the existing investor. The Group has accounted for this investment as a business combination.

During year ended March 31, 2025:

Entity / Business Acquired	Principal Activity	Date of Acquisition
Amexel Pte Ltd	Introduction, procurement, collaborations and business engagement between pharmaceutical manufactureres and suppliers	Mar 19, 2025

Consideration transferred

Particulars	Amount
Consideration transferred	0.00

Assets acquired and liabilities recognised at the date of acquisition

Particulars	Amount
Non-current assets (includes intangibles at fair value)	-
Current Assets	0.00
Non-current liabilities	-
Current Liabilities	(1.46)
Net Assets	(1.46)

- C During the previous year ended March 31, 2024, Arco Lab Private Limited, a wholly owned subsidiary of the Group, acquired additional 25% equity interest in Neviton Softech Private Limited, whereby increasing its equity holding to 50% and obtained control over the Board and operations of Neviton. Accordingly, Neviton has been considered as subsidiary with effect from January 5, 2024 and was accounted for as a business combination. As a result of above transaction, Neviton Technologies Inc., subsidiary of Neviton Softech Private Limited is also consolidated with the Group.

During year ended March 31, 2024:

Entity / Business Acquired	Principal Activity	Date of Acquisition
Neviton Softech Private Limited	Engineering and Information Technology	Jan 5, 2024

Consideration transferred

Particulars	Amount
Consideration transferred	192.00

Assets acquired and liabilities recognised at the date of acquisition

Particulars	Amount
Non-current assets (includes intangibles at fair value)	143.71
Current Assets	107.81
Non-current liabilities	(14.18)
Current Liabilities	(18.06)
Net Assets	219.28

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

39.2 Non-controlling interests, goodwill / bargain purchase on acquisition

The Group has recognised non-controlling interests in an acquired entity at the non controlling interest's proportionate share of the acquired entity's net identifiable assets. Further, the Group has issued written put options to the non-controlling interests of certain subsidiaries to purchase their equity shares in accordance with the terms of underlying agreement with such shareholders. Should the option be exercised, the Group has to settle such liability by payment of cash. The amount that may become payable under the option on exercise is recognised as a financial liability at its present value with a corresponding charge directly to the shareholders' equity.

Details of initial recognition of such gross obligation, non-controlling interests and goodwill/bargain purchase arising on such acquisitions have been given below.

39.2.1 Acquisition of non-controlling interest:

- (i) Strides Pharma Global Pte Limited (SPG) acquired balance 30% stake in Strides Pharma International AG (formerly known as Fairmed Healthcare AG) (Strides Switzerland). Consequently, SPG holds 100% of common stock of Strides Switzerland.

Further Strides Switzerland issued Participation Capital Shares (non-voting) to another shareholder. Considering the same, SPG Singapore holds 99.99% stake in Switzerland on a fully diluted basis.

The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated.

Pursuant to the acquisition of non-controlling interest, the excess of consideration paid over the non-controlling interest balance as on the date of acquisition, has been debited or credited to the equity under the head 'Capital reserve' based on the below calculations:

₹ In Million	
Particulars	Amount
Consideration transferred	95.92
Less: Carrying value of non-controlling interest	(867.27)
Amount debited to Capital reserve	963.19

- (ii) During the previous year, the Trinity Pharma (Pty) Ltd acquired 100% stake in Strides Pharma (SA) Pty Ltd, 60% from Strides Pharma (Cyprus) Limited and balance 40% from Juno Pharma South Africa Proprietary Limited. The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated.

Pursuant to the acquisition of non-controlling interest, the excess of consideration paid over the non-controlling interest balance and gross obligation under written put option carried as on the date of acquisition, has been debited or credited to the equity under the head 'Capital reserve' based on the below calculations:

₹ In Million	
Particulars	Amount
Consideration transferred	38.33
Less: Carrying value of non-controlling interest	11.13
Amount debited to Capital reserve	27.20

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

39.2.2 Calculation of goodwill / bargain purchase arising on acquisition:

The group has recognised non-controlling interest in acquired entity at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets. The details of the initial recognition of such non-controlling interest and goodwill arising on such acquisitions and have been given in the below table:

Acquisitions during the year ended March 31, 2025:

₹ In Million	
Particulars	Amount
Consideration transferred	0.00
Add: Non-controlling interests	-
Less: Fair value of identifiable net assets/ (net liabilities)	(52.51)
Goodwill arising on acquisition	52.51

Acquisitions during the year ended March 31, 2024:

₹ In Million	
Particulars	Amount
Consideration transferred	192.00
Add: Non-controlling interests	109.64
Less: Fair value of identifiable net assets/ (net liabilities)	219.28
Goodwill arising on acquisition	82.36

39.2.3 Goodwill arising on acquisitions pertains to the Cash generating units

Acquisitions during the year ended March 31, 2025:

₹ In Million		
Particulars	Cash Generating Unit	Amount
Strides Global Consumer Healthcare Limited	Other Regulated Markets	51.05
Amexel Pte Ltd	Other Regulated Markets	1.46

Acquisitions during the year ended March 31, 2024:

₹ In Million		
Particulars	Cash Generating Unit	Amount
Neviton Softech Private Limited	Other Regulated Markets	82.36

39.2.4 Net cash outflow on acquisition of subsidiaries / business / non-controlling interest

₹ In Million	
Particulars	Year ended 31-Mar-24
Consideration paid in cash	92.00
Net cash outflow on acquisition	92.00

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

39.2.5 Impact of acquisitions on the results of the Group:

Acquisitions

Results from continuing operations includes the following revenue and profit generated from the new acquisitions (before intercompany elimination):

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Revenue	108.61	79.42
Profit / (loss) for the year	(81.77)	9.80

If the acquisition had occurred on April 1, 2024, the management estimates that the consolidated revenue for the group pertaining to these acquisitions (before intercompany elimination) would have been ₹ 140 million and the loss (before intercompany eliminatino) would have been ₹ 272 million for the 12 months ended March 31, 2025. The pro-forma amounts are not necessarily indicative of the results that would have been occurred on date indicated or that may result in the future.

In determining the 'pro-forma' revenue and profit of the Group, had new entity / business been acquired at the beginning of the current year, the Group has calculated depreciation of plant and equipment acquired on the basis of the fair values arising in the initial accounting for the business combination rather than the carrying amounts recognised in the pre-acquisition financial statements.

40 Discontinued operations:

The combined results of the discontinued operations of the businesses disposed-off as explained in Note 40.1 and 40.2, are set out below. The comparative profit and cash flows from discontinued operations have been presented as if these operations were discontinued in the prior year as well.

Geography	Reference	₹ In Million	
		Year ended	
		31-Mar-25	31-Mar-24
Revenue		-	4,323.91
Other income		-	-
Total revenue from discontinued operations		-	4,323.91
Other expenses charged-off to the Statement of Profit and Loss		-	3,127.71
Total expenses from discontinued operations		-	3,127.71
Profit from discontinued operation		-	1,196.20
Share of loss of joint ventures and associates, net of taxes		-	1,217.70
Profit/(loss) before tax		-	(21.50)
Gain / (loss) on disposal of:			
- Assets (including investments)	40.1	31,881.07	-
- Gain/(Loss) on settlement of contingencies attributable to the discontinued operations (net)	40.2	-	542.20
Net gain / (loss) on disposal of businesses		31,881.07	542.20
Gain / (loss) from discontinued operations before tax		31,881.07	520.70
Attributable income tax expense		-	24.78
Net gain / (loss) from discontinued operations after tax		31,881.07	495.92

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40 Discontinued operations: (contd)

Cash flows from discontinued operations

Particulars	Year ended	
	31-Mar-25	31-Mar-24
Net cash inflows/(outflows) from operating activities	-	970.46
Net cash inflows/(outflows) from investing activities	-	(291.44)
Net cash inflows/(outflows) from financing activities	-	(758.97)
Net cash inflows/(outflows)	-	(79.95)

₹ In Million

40.1 Demerger of Soft gelatine business

On September 25, 2023, the Board of directors of the Company approved the Scheme of Arrangement (Scheme) between Strides Pharma Science Limited, OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited (Stelis) and Steriscience Specialties Private Limited for demerger of CDMO and Soft Gelatin Business (demerged business) of the Company. The Company has received the National Company Law Tribunal (NCLT) order approving the Scheme on November 14, 2024 with appointed date of April 1, 2024. Upon filing with the Registrar of Companies "ROC", the Scheme became effective from November 27, 2024. Pursuant to the approval by NCLT, as of April 1, 2024, the demerger has been accounted for as per the Guidance in Appendix A of Ind AS 10 (Distribution of Non-cash assets to the owners). Accordingly, all the assets and liabilities pertaining to the demerged business stood transferred and vested into Stelis from the appointed date i.e. 1 April 2024. The demerged business was not previously classified as held-for-sale or as a discontinued operation pending the NCLT approval. Pursuant to the approval of the Scheme by the NCLT on 14 November 2024, demerged business has been classified as discontinued operation. The comparative consolidated statement of profit and loss account has been re-presented to show the discontinued operation separately from continuing operations.

In line with the accounting prescribed in the Scheme, the difference between the net assets transferred and the fair value of consideration amounting to ₹ 31,881 million has been credited to statement of profit and loss as Gain on disposal of assets attributable to discontinued operations with corresponding debit of ₹ 3,755.99 million and ₹ 28,270.55 million to the Securities Premium account and Retained earnings respectively. The profit from the discontinued operation of ₹ 31,881 million is attributable entirely to the owners of the Company.

The appointed date as per the Scheme is different from the effective date of the Scheme (the date on which the scheme is filed with ROC). Accordingly, had this not been an NCLT approved Scheme, the demerged business would have continued to be part of the Company till November 27 2024 and the impact of the same on these financial statements is as below:

- Revenue would have been higher by ₹ 772 million
- Profit after tax would have been higher by ₹ 272 million
- Gain on disposal would have been higher by ₹ 26,808 million

The details of the income/(loss) referred above have been recognised under discontinued operations as under:

Particulars	Year ended	
	31-Mar-25	31-Mar-24
Total Revenue	-	4,323.91
Total Expenses	-	3,127.71
Profit/(loss) before tax	-	1,196.20
Share of loss of joint ventures and associates, net of taxes	-	1,217.70
Profit/(loss) before tax	-	(21.50)
Gain on Disposal of Assets (including investments)	31,881.07	-
Tax expense / (benefit)	-	24.78
Profit after tax from discontinued operations	31,881.07	(46.28)

₹ In Million

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.1 Demerger of Soft gelatine business (contd)

Carrying value of asset and liabilities as on the date of disposal

Particulars		1-Apr-24
Non-current assets*		
(a) Property, Plant and Equipment		295.33
(b) Capital work-in-progress		212.18
(c) Other intangible assets		378.49
(d) Intangible assets under development		14.00
(e) Investments in OneSource Specialty Pharma Limited		1,549.78
Total Non-Current assets	A	2,449.78
Current assets		
(a) Inventories		1,015.88
(b) Trade receivables		974.17
(c) Cash and cash equivalents		0.22
(d) Loans		4.87
(e) Other current assets		0.26
Total Current assets	B	1,995.40
Non-current liabilities		
Borrowings		348.39
Total Non-current liabilities	C	348.39
Current liabilities		
Borrowings		2,484.70
Trade Payables		1,052.78
Other financial liabilities		1.34
Other current liabilities		363.98
Provisions		48.51
Total Current liabilities	D	3,951.31
Net assets disposed off	E = A+B-C-D	145.48

*Investment carved out include investment two entities Strides Pharma Science Private Limited and Strides Softgels Pte Ltd, which are subsidiaries already eliminated at Consol level and have no impact on consol FS. Refer Note 50.2

Cash flows from discontinued operations

₹ In Million

Particulars	Year ended	
	31-Mar-25	31-Mar-24
Net cash inflows/(outflows) from operating activities	-	970.46
Net cash inflows/(outflows) from investing activities	-	(211.49)
Net cash inflows/(outflows) from financing activities	-	(758.97)
Net cash inflows/(outflows)	-	-

40.2 Sale of investments in entities manufacturing specialty products

The Company and its wholly owned subsidiary Strides Pharma Asia Pte Limited ("Strides Singapore") entered into definitive agreements on February 27, 2013 with Mylan Inc. for sale of the Specialty products business. The transactions under the respective agreements were by way of (i) sale of investment held in Agila Specialties Private Limited ("ASPL", an erstwhile wholly owned subsidiary of the Company), to Mylan Laboratories Limited ("MLL"), a Mylan group company and (ii) the sale of investment held in Agila Specialties Global Pte Limited ("Agila Global", an erstwhile wholly owned subsidiary of Strides Singapore) to Mylan Institutional Inc, another Mylan group company. MLL and Mylan Institutional Inc. together are referred to below as Mylan.

The sale of shares of ASPL was recorded by the Company in terms of the Sale and Purchase Agreement dated December 4, 2013 (the "India SPA"). The sale of shares of Agila Global was recorded by Strides Singapore in terms of another Sale and Purchase Agreement dated December 4, 2013 (the "Global SPA").

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.2.1 Income recognised under discontinued operations:

In accordance with the terms of the India SPA and the Global SPA (together the “SPA”s) and other transaction documents, certain amounts were set aside under separate deposit / escrow accounts which were required to be utilised for specified expenses during the specified period. These included separate escrow / deposit of USD 100 Million in respect of potential claims in relation to certain regulatory concerns (“Regulatory escrow”) and USD 100 Million in respect of potential claims in relation to the warranties and indemnities, including in relation to tax (“General claims escrow”). Further, ₹ 850 Million was set aside in separate Escrow for payment to certain specified senior management personnel of ASPL and its subsidiary.

Any unutilised amounts from the deposit / escrow accounts after the specified period were payable to the respective entities of the Group. Given the uncertainties involved and in the absence of a right to receive, the amounts under the deposit / escrow arrangements were not included in the consideration accounted as income by the Group at the time of disposal of the investments. Receipts from these deposit / escrow accounts were recognised subsequently (net of related expenses incurred) in the period in which such amounts were received by the Group.

During the earlier years, the Company had received notifications of claims from Mylan under the terms of the SPAs. These included claims against the regulatory escrows, tax claims, warranty and indemnity claims, and third party claims. Under the terms of the SPAs, claims against the Company / Strides Singapore can only be made under specific provisions contained in the SPAs which include the procedures and timelines for submission of notifications of claims and actual claims and commencing arbitration proceedings.

In earlier years, a significant portion of these claims were settled out of the Regulatory Escrow deposit and the remaining balance of the Escrow account was recognised as income on full and final settlement of related claims. Further, the Company and Mylan also agreed on full and final settlement of warranty and indemnity claims to be adjusted against the ‘General Claims Escrow’. The arbitration proceedings with respect to the third party claims was settled in favour of the Group and Mylan. The Group and Mylan entered into an agreement whereby Mylan has released the pending balance in Escrow account.

During the previous year ended March 31, 2024, the Group received a favourable award with respect to its another ongoing arbitration with Mylan for certain claims. Accordingly, the Group based on its evaluation, reversed the provisions related to above matters amounting to ₹ 542.20 million. The same has been recorded as gain under discontinued operations.

There are certain tax claims which are pending under the terms of the SPAs for which the Group has recorded adequate provisions in the books.

The Group had considered the sale of the Specialties business as discontinued operations. Accordingly, the income/(loss) referred above have been recognised under discontinued operations as under:

Particulars	₹ In Million	
	Year ended 31-Mar-25	31-Mar-24
Gain/(Loss) on settlement of contingencies attributable to the discontinued operations (net)	-	542.20
Profit before tax from discontinued operations	-	542.20

Particulars	₹ In Million	
	Year ended 31-Mar-25	31-Mar-24
Net cash inflows/(outflows) from operating activities	-	-
Net cash inflows/(outflows) from investing activities	-	(79.95)
Net cash inflows/(outflows) from financing activities	-	-
Net cash inflows/(outflows)	-	(79.95)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.3(i) Disposal of Universal Corporation Limited business (Loss of control)

Universal Corporation Limited, Kenya (UCL) is one of the subsidiaries of the group having its business operations in Kenya and the Group holds 51% investments in its equity shareholding. UCL would have a favourable opportunity to participate and win certain local tenders if the company is a local Kenyan company, i.e Kenyan shareholders own at-least 51% ownership in the company. In order to maximize the opportunities for UCL, the shareholders have jointly agreed to take the necessary steps that enables the company to be eligible and win such businesses enabling its future growth.

Effective September 30, 2022, pursuant to an agreement, to enable UCL to compete in local tender businesses in Africa which promotes local companies, the Group reduced its equity shareholding below majority in UCL. Consequently, the Group also ceded away the control over the board of UCL in favour of the other existing shareholders. However, it continued to have board representation to exercise significant influence. Pursuant to above amendments, the Group concluded that it no longer exercises control over UCL. Subsequently, the Group shareholding has been reduced to 49% as on March 31, 2023. Consequently, the investment in UCL has been accounted as 'Investment in Associates' under equity method.

Subsequently, to enable UCL product portfolio and improve the manufacturing capacity utilisation, the Institutional Tender Business portfolio of the Group consisting of non-exclusive IP's and receivables are proposed to be transferred. Accordingly, the same has been accounted as Assets Held for Sale as at March 31, 2023. During the previous year ended March 31, 2024, the said transaction was consummated for an agreed consideration of ₹ 1,016 million, which will be received by September, 2026. It has resulted in a loss of ₹ 74.14 million which has been accounted under exceptional items.

During the year ended March 31, 2024, UCL Brands limited, Kenya, has undertaken exclusive distribution rights from UCL with respect to the Brands business carried on by UCL in African region. UBL has provided refundable deposit of USD 6 million for such distribution rights. The same has been adjusted against the consideration referred above.

(e) Consideration for sale of the business portfolio

	₹ In Million
Particulars	31-Mar-24
Deferred consideration	1,016.10
Total consideration	1,016.10

(f) Carrying value of asset and liabilities as on the date of disposal

	₹ In Million
Particulars	31-Mar-24
Non-current assets	17.92
Current assets	1,072.32
Net assets disposed off	1,090.24

(g) Loss on sale of business

	₹ In Million
Particulars	31-Mar-24
Consideration agreed	1,016.10
Net assets transferred	(1,090.24)
Net Loss	(74.14)

(h) Net cash inflow on disposal

	₹ In Million
Particulars	31-Mar-24
Consideration received in cash and cash equivalents	-
Net cash inflow	-

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.3(ii) Disposal of manufacturing facility at Singapore (contd)

(ii) Disposal of manufacturing facility at Singapore

During the previous year ended March 31, 2024, Strides Pharma Global Pte. Limited, Singapore, entered into a binding agreement with PharmaGend Global Medical Services Pte. Ltd. (formerly known as Rxilient Biohub Pte Ltd)(Rxilient Biohub) for the sale of its manufacturing facility including licenses, equipment, vendor contracts and leases for a total cash consideration of USD 15 million. As part of the transaction, Rxilient Biohub has taken over the long term lease obligation of the manufacturing site from Strides Pharma Global Pte. Limited.

Accordingly, the difference between the carrying value of the assets and the consideration (net off expenses) amounting to ₹ 1,414 million has been accounted as a loss under exceptional items. Details of assets and liabilities disposed off and the calculation of the profit or loss on disposal are given below:

(a) Consideration for sale of facility

	₹ In Million
Particulars	31-Mar-24
Consideration received in cash and cash equivalents	993.84
Deferred consideration*	248.46
Total consideration	1,242.30

* The consideration is received in full during the year ended March 31, 2025

(b) Carrying value of asset and liabilities as on the date of disposal

	₹ In Million
Particulars	31-Mar-24
Non-current assets	4,067.74
Current assets	157.17
Non-current liabilities*	(1,413.06)
Current liabilities	(155.55)
Net assets disposed off	2,656.30

* It includes lease liabilities (including lease termination penalty) and asset retirement obligation

c) Loss on disposal of facility

	₹ In Million
Particulars	31-Mar-24
Consideration for sale of facility	1,242.30
Less: Net assets transferred	2,656.30
Net Loss on sale of facility	(1,414.00)

(d) Net cash inflow on disposal

	₹ In Million
Particulars	31-Mar-24
Consideration received in cash and cash equivalents (net of expenses)	860.01
Net cash inflow	860.01

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.3(iii) Disposal of Eris Pharma GmbH

During the previous year, Strides Pharma International AG, Switzerland (formerly known as Fairmed Healthcare AG) a step down subsidiary of the Group divested its entire equity stake in Eris Pharma GmbH., Germany. Accordingly, the difference between the carrying value of the assets and the consideration (net off expenses) amounting to ₹ 0.50 million has been accounted as a loss under exceptional items. Details of assets and liabilities disposed off and the calculation of the profit or loss on disposal are given below

(a) Consideration for divestment of entity

	₹ In Million
Particulars	31-Mar-24
Consideration received in cash and cash equivalents	17.94
Deferred consideration	-
Total consideration	17.94

(b) Carrying value of asset and liabilities as on the date of disposal

	₹ In Million
Particulars	31-Mar-24
Non-current assets	0.97
Current assets	3.76
Non-current liabilities	-
Current liabilities	(5.03)
Net assets disposed off	9.76

(c) Loss on divestment of entity

	₹ In Million
Particulars	31-Mar-24
Consideration for sale of entity	17.94
Net assets transferred	9.76
Loss of Non Controlling interest	8.68
Net Loss on sale of facility	(0.50)

(d) Net cash inflow on disposal

	₹ In Million
Particulars	31-Mar-24
Consideration received in cash and cash equivalents	18.02
Net cash inflow	18.02

(iv) Disposal of Strides Pharma Latina, SA De CV, Mexico

During the previous year, Strides Pharma Global Pte Limited, Singapore, a step down subsidiary of the Group divested its entire equity stake in Strides Pharma Latina SA De CV, Mexico. Accordingly, the difference between the carrying value of the assets and the consideration (net off expenses) amounting to ₹ 0.66 million has been accounted as a gain under exceptional items. Details of assets and liabilities disposed off and the calculation of the profit or Loss on disposal are given below

(a) Consideration for divestment of entity

	₹ In Million
Particulars	31-Mar-24
Deferred consideration	0.08
Total consideration	0.08

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

40.3(iv) Disposal of Strides Pharma Latina, SA De CV, Mexico (contd)

(b) Carrying value of asset and liabilities as on the date of disposal

₹ In Million	
Particulars	31-Mar-24
Non-current assets	0.03
Current assets	1.28
Current liabilities	(1.89)
Net assets disposed off	(0.58)

(c) Loss on disposal of entity

₹ In Million	
Particulars	31-Mar-24
Consideration for sale of entity	0.08
Less: Net assets transferred	(0.58)
Net Loss on sale of facility	0.66

(d) Net cash inflow on disposal

₹ In Million	
Particulars	31-Mar-24
Consideration received in cash and cash equivalents	-
Net cash inflow	-

41 Commitments

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Estimated amount of contracts remaining to be executed on capital account (Tangible and Intangible assets) and not provided for (net of advances)	990.42	839.62

42 Contingent liabilities (to the extent not provided for)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
a) Claims against the Group not acknowledged as debt		
- Disputed tax liabilities arising from assessment proceedings relating to earlier years from the income tax authorities. The outflow, if any, on account of disputed taxes is dependent on completion of assessments / disposal of appeals and adjustment for payments made under protest.	136.03	84.25
- Disputed excise, custom, service tax and sales tax liabilities arising from assessment proceedings relating to prior years. The outflow, if any, on account of disputed liabilities is dependent on completion of assessments / disposal of appeals and adjustment for payments made under protest.	844.85	819.40
b) Corporate Guarantees (to the extent of outstanding borrowing of the underlying Guarantee)	-	3,844.68

- (i) In light of the judgment of Honorable Supreme Court dated February 28, 2019 on the definition of "Basic Wages" under the Employees Provident Funds & Misc. Provisions Act, 1952 and based on Group's evaluation, there are significant uncertainties and numerous interpretative issues relating to the judgement and hence it is unclear as to whether the clarified definition of Basic Wages would be applicable prospectively or retrospectively. The amount of the obligation therefore cannot be measured with sufficient reliability for past periods and hence has currently been considered to be a contingent liability.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

42 Contingent liabilities (to the extent not provided for) (contd)

- (ii) Other than the matters disclosed above, the Group is also involved in other disputes including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that the resolution of these disputes will not have any material adverse effect on the Group's financial position or results of operations.

43 Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker (CODM) in deciding how to allocate resources and assessing performance. The Group's CODM is the Managing Director.

Based on the "management approach" as defined in Ind AS 108 - Operating Segments, the Chief Operating Decision Maker ("CODM") evaluates the Group's performance based on an analysis of various performance indicators. The accounting principles used in the preparation of these financial statements are consistently applied to record revenue and expenditure in individual segments.

Pursuant to the Scheme of demerger as explained in Note 40.1, the CODM has started evaluating the business, including resource allocation and performance assessment as a single segment, i.e "Pharmaceutical". Consequently, the Group has only one reportable segment and accordingly no disclosures are made as required under Ind AS 108, in current and comparative periods.

Pharmaceutical segment represents the business of development, manufacture and Commercialization of pharmaceutical products other than biological drugs.

Disclosures regarding geographical information: The geographical information of the Group's revenues and assets are shown separately in the table below. Segment revenues has been disclosed based on geographical location of the customers. Segment assets has been disclosed based on the geographical location of the respective assets.

Information regarding geographical revenue from operations is as follows (excluding discontinued operations) :

Geography	₹ In Million	
	For the year ended	
	31-Mar-25	31-Mar-24
North America	24,505.75	20,671.05
Australia	4,395.82	3,650.90
Africa	4,615.82	3,800.23
Europe	9,937.98	8,662.96
India	159.56	234.30
Asia (excluding India)	225.46	164.67
Others	76.43	116.12
	43,916.82	37,300.23
Revenue from other sources		
Other operating revenue	1,736.53	1,601.03
Revenue from operations	45,653.35	38,901.26

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

43 Segment information (contd)

Information regarding geographical non-current assets is as follows*:

Geography	As at	
	31-Mar-25	31-Mar-24
Africa	1,196.30	1,109.97
Australia	-	24.09
Asia (excluding India)	4,910.45	2,733.11
North America	3,970.09	5,982.65
Europe	2,228.06	1,776.61
India	9,543.45	11,914.69
Total	21,848.35	23,541.12

₹ In Million

* Non current assets are excluding financial instruments and deferred tax assets.

Information about major customers

No single customer represents 10% or more of the Group's total revenue for the years ended March 31, 2025 and 2024, respectively

- 44** The Intra-group loans amounting to GBP 4.35 Million (previous year GBP 8.77 million) given by Strides Pharma Global Pte. Limited, Singapore to the Group company Strides Pharma UK Ltd, are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation gain of ₹ 15.00 Million (previous year: exchange fluctuation gain of ₹ 11.67 million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to EUR 6.37 Million (previous year EUR 8.91 Million) given by Strides Pharma Global Pte. Limited, Singapore to its subsidiary Strides Pharma International AG, Switzerland (formerly known as Fairmed Healthcare AG), are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation loss of ₹ 3.70 Million (previous year: exchange fluctuation loss of ₹ 2.54 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to ZAR 18.73 Million (previous year ZAR 18.73 Million) given by Strides Pharma (Cyprus) Limited, to its fellow subsidiary Strides Pharma (SA) Pty Ltd., are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation gain of ₹ 2.10 Million (previous year: exchange fluctuation loss of ₹ 4.50 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to USD 3.32 Million (previous year USD 3.32 Million) given by Strides Pharma (Cyprus) Limited, Cyprus to its subsidiary Strides Lifesciences Limited, Nigeria, are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation loss of ₹ 5.79 Million (previous year: exchange fluctuation loss of ₹ 339.76 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

The Intra-group loans amounting to EUR 11.30 Million (previous year EUR 6.00 Million) given by Strides Pharma Global Pte. Limited, Singapore to its subsidiary Strides Pharma International AG, Switzerland (formerly known as Fairmed Healthcare AG), are recognised as net investment in non-integral foreign operations in accordance with Ind AS 21 'The Effect of Changes in Foreign Exchange Rates', and exchange fluctuation gain of ₹ 0.24 Million (previous year: exchange fluctuation loss of ₹ 4.99 Million) arising out of reinstatement of such loans has been accumulated in foreign currency translation reserve through other comprehensive income.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

45 Share-based payments

Details of the employee share option plan of the Company:

- The ESOP titled “Strides ESOP 2016” (formerly known as Strides Shasun ESOP 2016) (ESOP 2016) was approved by the shareholders on April 21, 2016. 3,000,000 options are covered under the Plan which are convertible into equal number of equity shares of the Company. The vesting period of these options range over a period of three years. The options must be exercised within a period of one year from the date of vesting. Company has granted 25,000 options (Previous year: 10,000) under this scheme during the current year.
- During the current year, Employee compensation costs of ₹ 16.09 Million (for the year ended March 31, 2024: ₹ 15.86 Million) relating to the above referred Employee Stock Option Plans have been recognised in the Statement of Profit and Loss.
- During the current year, employees were given an option to accelerate exercise of stock options vested pursuant to the scheme of demerger. Accordingly employees holding 151,000 options have exercised the option.

Fair value of share options granted during the year

The fair value of the share options granted during the year under ESOP 2016 Lot XVI is ₹359. Options were priced using a Black- Scholes method of valuation at grant date. Expected volatility is based on the historical share price volatility over the past one year.

Inputs into the model -

Particulars	ESOP 2016-XVI
No. of options	25,000
Grant date share price	₹ 608.9
Exercise price	₹ 567.0
Expected volatility	173.00%
Option life	2.31 years
Expected Dividend %	-
Risk-free interest rate	6.680%

Employee stock options details as on the balance sheet date are as follows:

Borrower	₹ In Million			
	During the year 2024-25		During the year 2023-24	
	Options (No's)	Weighted average exercise price per option (₹)	Options (No's)	Weighted average exercise price per option (₹)
Option outstanding at the beginning of the year:	264,000	236.39	370,000	237.55
Granted during the year:	25,000	567.00	10,000	283.50
Exercised during the year**:	(258,000)	236.52	(54,500)	252.05
Lapsed/ cancelled during the year:	(1,000)	231.00	(61,500)	237.14
Options outstanding at the end of the year:*	30,000	506.83	264,000	236.39
Options available for grant:	2,336,950	-	2,360,950	-

* Includes options vested but not exercised as at March 31, 2025 : Nil (March 31, 2024: Nil)

** Includes options exercised but not allotted as at March 31, 2025 : Nil (March 31, 2024: 5,000)

The weighted average remaining contractual life is 1.18 years (March 31, 2024: 1.81 years) and the range of exercise price is ₹ 206 to ₹567 (March 31, 2024: ₹ 231 to ₹ 311)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

46 Employee Benefits Plans

Employee benefits pertaining to overseas subsidiaries have been accrued based on their respective local labour laws.

Defined contribution plan

The Group makes contributions to provident fund and employee state insurance schemes under Employees Provident Fund Act, 1952, which are defined contribution plans, for qualifying employees. Under the schemes, the Group is required to contribute a specified percentage of the payroll cost to fund the benefits. The Group recognised ₹ 223.43 Million (previous year: ₹ 203.72 Million) for provident fund contributions, ₹ 0.59 Million (previous year: ₹ 2.62 Million) for employee state insurance scheme contributions (including costs debited to discontinued operations) in the Statement of Profit and Loss. The contributions payable to these plans by the Group are at rates specified in the rules of the schemes.

The Employees of the Group also participate in an employee retirement savings plan (the "401K Plan") under Section 401(K) of the United States Internal Revenue Code. The 401K Plan allow employees to defer a portion of their annual earnings on a pre-tax basis through voluntary contributions to the 401K Plan. For the year ended March 31, 2025, the Group recorded contributions of ₹54.92 Million (previous year ₹ 47.86 Million) towards 401K Plan. The Group has additionally contributed towards Social Security and Medicare amounting to ₹ 127.15 million for the year ended March 31, 2025 (previous year ₹ 116.24 million).

The balance contribution amounting to ₹ 203.43 million (previous year ₹172.60) pertains to employee related contributions across various geographies

The Group has no obligations beyond its contributions.

Defined benefit plan

The Company and its Indian subsidiaries offers gratuity benefits under Payment of Gratuity Act, 1972, a defined employee benefit scheme to its employees.

Composition of the plan assets

The fund is managed by LIC, the fund manager. The details of composition of plan assets managed by the fund manager is not available with the Company. However, the said funds are subject to Market risk (such as interest risk, investment risk, etc.).

The said benefit plan is exposed to actuarial risks such as longevity risk and salary risk.

Longevity risk	The impact of longevity risk will depend on whether the benefits are paid before retirement age or after. Typically for the benefits paid on or before the retirement age, the longevity risk is not very material. The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

Geography	Valuation as at	
	31-Mar-25	31-Mar-24
Discount rate(s)	6.60% - 6.62%	7.17% - 7.23%
Expected rate(s) of salary increase	6% - 10%	6% - 8%
Attrition Rate	14% - 18%	5% - 20%
Mortality Rate	As per IALM (2012-14) ultimate	
Retirement age (years)	58 years	58 years

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

46 Employee Benefits Plans (contd)

Amounts recognised in respect of these defined benefit plans are as follows:

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Service cost:		
Current service cost	66.61	57.28
Net interest expense	32.62	27.08
Components of defined benefit costs recognised in statement of profit and loss	99.23	84.36
Remeasurement on the net defined benefit liability:		
Return on plan assets [excluding amounts included in net interest expense] (excess) / Short return	(5.15)	(5.15)
Actuarial (gains) / losses arising from changes in demographic assumptions	0.87	0.82
Actuarial (gains) / losses arising from changes in financial assumptions	82.75	5.49
Actuarial (gains) / losses arising from experience adjustments	6.62	54.67
Components of defined benefit costs recognised in other comprehensive income	85.09	55.83
Total	184.32	140.19

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the consolidated statement of profit and loss. The remeasurement of the net defined benefit liability is included in other comprehensive income.

The amount included in the consolidated balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Present value of funded defined benefit obligation	756.01	636.12
Fair value of plan assets	(149.81)	(100.57)
Net liability arising from defined benefit obligation	606.20	535.55

Movements in the present value of the defined benefit obligation are as follows:

Particulars	₹ In Million	
	Year ended	
	31-Mar-25	31-Mar-24
Opening defined benefit obligation	636.12	506.00
Add/(less) on account of acquisitions / business transfers	-	10.59
Expenses recognised in statement of profit and loss		
Current service cost	66.61	57.28
Past service cost	-	-
Interest cost	39.70	34.62
Remeasurement (gains)/losses:		
Actuarial gains and losses arising from changes in demographic assumptions	0.87	0.82
Actuarial gains and losses arising from changes in financial assumptions	82.75	5.49
Actuarial gains and losses arising from experience adjustments	6.62	54.67
Benefits paid	(35.26)	(33.35)
Acquisition/divestiture	(41.40)	-
Closing defined benefit obligation	756.01	636.12

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

46. Employee Benefits Plans (contd)

Movements in the fair value of the plan assets are as follows:

Particulars	₹ In Million	
	Year ended	
	31-Mar-25	31-Mar-24
Opening fair value of plan assets	100.57	103.28
Remeasurement gain / (loss):		
Return on plan assets (excluding amounts included in net interest expense)	7.08	7.54
Contributions from the employer	63.00	9.00
Actuarial gain / (loss) on plan assets	5.16	5.15
Benefits paid	(26.00)	(24.40)
Closing fair value of plan assets	149.81	100.57

Details of Plan Assets:

Particulars	₹ In Million	
	Year ended	
	31-Mar-25	31-Mar-24
The weighted-average asset allocations at the year end were as follows:		
Equities	0%	0%
Bonds	0%	0%
Gilts	0%	0%
Pooled assets with an insurance company	100%	100%
Others	0%	0%
Total	100%	100%
Actual Return on Plan Assets (₹ million)	6.12	6.35

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases / (decrease) by 1%, the defined benefit obligation would be ₹ 721.87 Million (₹804.45 Million) as at March 31, 2025.

If the expected salary growth increases / (decrease) by 1%, the defined benefit obligation would be ₹794.36 Million (₹728.66 Million) as at March 31, 2025.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet. There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years.

There has been no change in the process used by the Group to manage its risks from prior periods.

Expected Company Contributions for the FY 25-26 is ₹ 111.18 million

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

46. Employee Benefits Plans (contd)

Maturity profile of Defined Benefit Obligation

Financial Year	Amount
2025-26	112.55
2026-27	107.12
2027-28	93.41
2028-29	91.34
2029-30	77.59
2030-31 to 2034-35	330.10
Average Expected Future Working life (Years)	6.06

₹ In Million

47 Lease arrangements

The Group as lessor:

Leasing arrangement

The Group has entered into operating lease arrangement for lease of land & building for a term less than 1 year. Details relating to these assets and minimum lease rentals receivable are as follows:

Particulars	31-Mar-25	31-Mar-24
Gross carrying amount of assets leased	133.70	134.99
Accumulated depreciation	(22.97)	(18.88)
Future minimum lease income:		
Not later than 1 year	-	-
Later than 1 year but not later than 5 years	-	-
Later than 5 years	-	-
Total	-	-

₹ In Million

48 Earnings per share

Particulars	For the year ended	
	31-Mar-25	31-Mar-24
Basic earnings per share:		
From continuing operations	44.05	(13.21)
From discontinued operations	346.49	5.45
Total basic earnings per share	390.55	(7.76)
Diluted earnings per share:		
From continuing operations	44.05	(13.21)
From discontinued operations	346.45	5.44
Total diluted earnings per share	390.50	(7.76)

₹ In Million

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

48 Earnings per share (contd)

Earnings used in computing basic and diluted earnings per share

₹ In Million

Particulars	For the year ended	
	31-Mar-25	31-Mar-24
Profit/(loss) attributable to the equity holders of the Company		
From continuing operations	4,053.50	(1,202.07)
From discontinued operations	31,881.07	495.92
Total operations	35,934.57	(706.15)

Weighted average number of shares used as the denominator

₹ In Million

Particulars	For the year ended	
	31-Mar-25	31-Mar-24
Weighted average number of equity shares used as denominator in calculating basic earnings per share	92,011,241	91,001,818
Adjustments for calculation of diluted earnings per share:		
- employee stock options	10,112	124,741
Weighted average number of equity shares used as denominator in calculating diluted earnings per share	92,021,353	91,126,559

Note: Potential ordinary shares are antidilutive when their conversion to ordinary shares would increase earnings per share or decrease loss per share. The calculation of diluted earnings per share does not assume conversion, exercise, or other issue of potential ordinary shares that would have an antidilutive effect on earnings per share.

49. RELATED PARTY TRANSACTIONS : LIST OF THE RELATED PARTIES

Relationship	Name
Associates	Aponia Laboratories Inc, USA
	Regional Bio Equivalence Centre S.C., Ethiopia
	Stelis Biopharma UK Private Limited (upto 31 st March 2024)
	OneSource Specialty Pharma Limited(formerly known as Stelis Biopharma Limited)(Upto March 31, 2024 subsequent to which the entity has been demerged. Refer Note 40.1)
	Stelis Pte. Ltd., Singapore (upto 31 st March 2024)
	Bioplexis Pte. Ltd, Singapore (upto 31 st March 2024)
	Bioplexis Private Limited, India (upto 31 st March 2024)
	Strides Consumer Private Limited, India (upto Aug 8, 2022)
	Strides Consumer LLC, USA (upto Aug 8, 2022)
	Strides Global Consumer Healthcare Limited, UK (upto Aug 8, 2022)
	Universal Corporation Limited, Kenya
	Neviton Softech Private Limited, India (from August 5, 2022 to January 4, 2024)
	Neviton Technologies Inc., USA(from August 5, 2022 to January 4, 2024)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49 Related party transactions : List of related parties (contd)

Relationship	Name
Enterprises controlled or significantly influenced by key management personnel and relative of key management personnel	Agnus Capital LLP, India
	Agnus Ventures LLP, India
	Atma Projects, India
	Aurore Life Sciences Private Limited, India
	Aurore Pharmaceuticals Private Limited, India
	Brooks Steriscience Limited, India
	Chayadeep Properties Private Limited, India
	Dairy Power Limited, India
	OneSource Specialty Pharma Limited, India (formerly known as Stelis Biopharma Limited)(from 1 st April 2024)
	Emerge Vocational Skills Private Limited, India
	Hydra Active Pharma Sciences Private Limited, India (formerly Tenshi Active Pharma Private Limited)
	Karuna Business Solutions LLP, India
	KR Anuradha
	Naari Pharma Private Limited, India
	Stelis Biopharma UK Private Limited, UK (with effect from April 1, 2024)
	Stelis Pte. Ltd., Singapore(with effect from April 1, 2024)
	Biolexis Pte. Ltd, Singapore(with effect from April 1, 2024)
	Biolexis Private Limited, India(with effect from April 1, 2024)
	Naari Pte Ltd., Singapore
	Shasun USA Inc, USA
	Six Rays LLP, India
	Six Rays Pharma Solutions LLP, India
	Six Rays Pte. Limited, Singapore
	Six Rays Holdings Pte. Ltd., Singapore
	Solara Active Pharma Sciences Limited, India
	Steriscience Specialities Private Limited, India
	Steribrooks Penems Private Limited, India
	Steriscience BV, Netherland
	Strides Softgels Pte Ltd, Singapore
	Strides Pharma Services Private Limited, India
	Steriscience Sp Zoo, Poland
	Onesource Specialty Pte. Limited (Formerly, Steriscience Specialities Pte. Limited), Singapore

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49 Related party transactions : List of related parties (contd)

Relationship	Name
	Steriscience Pte Ltd, Singapore
	Tenshi Healthcare Pte Limited, Singapore (formerly Biolexis Pte Ltd)
	Tenshi Kaizen Private Limited, India
	Tenshi Kaizen Pharma Pte Ltd, Singapore
	Tenshi Kaizen B.V., Netherlands
	Tenshi Kaizen Inc., USA
	Tenshi Kaizen Pte Ltd, Singapore
	Tenshi Kaizen Private Limited, UK
	Tenshi Life Sciences Pte. Limited, Singapore
	Tenshi Kaizen USA Inc, USA
	Tenshi Pharmaceuticals Private Limited, India (formerly known as Steriscience Private Limited, India)
	White Crow Research Private Limited, India
	Velbiom Probiotics Private Limited, India (formerly Tenshi Life Care Private Limited, India)
	Y Usha Rani
Joint Ventures (JV)	Sihuan Strides (HK) Ltd, Hongkong (49%)
Key Management Personnel (KMP)	Mr. Arun Kumar, Chairman and Non-Executive Director
	Mr. Badree Komandur, Executive Director - Managing Director & Group CEO (w.e.f. June 1, 2024) (Group CFO till 31 st May 2024)
	Mr.Vikesh Kumar, Group CFO(w.e.f. June 1, 2024)
	Mr. Aditya Kumar, Executive Director(w.e.f. June 1, 2024)
	Mr. Bharat D Shah, Independent Director (upto June 14, 2024)
	Mr. S.Sridhar, Independent Director (upto July 30, 2024)
	Mr.Subir Chakraborty(w.e.f. June 1, 2024)
	Ms.Mukta Arora, Independent Director (Appointed as Director w.e.f. Feb 1, 2025)
	Dr. Kausalya Santhanam, Independent Director
	Mr. Homi Rustam Khusrokhani, Independent Director
	Mr.Ameet Hariyani, Independent Director(Appointed as Director w.e.f. Feb 1, 2024)
	Ms. Manjula Ramamurthy, Company Secretary

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party closing balances

₹ In Million

Particulars	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24
Other Financial Assets (Liabilities) and Other Assets (Liabilities):						
1 Naari Pharma Private Limited, India	-	-	-	-	0.01	0.20
2 Shasun USA Inc, USA	-	-	-	-	14.19	13.84
3 Sihuan Strides (HK) Limited, Hong Kong	-	(40.31)	-	-	-	-
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	1.61	1.57
5 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited) , India	-	35.41	-	-	(2,692.39)	-
6 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	3.25
7 Velbiom Probiotics Private Limited, India	-	-	-	-	5.86	5.86
8 Tenshi Kaizen Private Limited, India	-	-	-	-	-	0.25
9 Mr.Ameet Hariani	-	-	-	(0.20)	-	-
10 Mr. S.Sridhar	-	-	-	(0.20)	-	-
11 Mr. Homi Rustam Khusrakhan	-	-	-	(0.20)	-	-
12 Mr. Bharat D Shah	-	-	-	(0.20)	-	-
13 Dr. Kausalya Santhanam	-	-	(0.38)	(0.20)	-	-
14 Steriscience Pte Ltd, Singapore	-	-	-	-	3.58	3.22
15 Universal Corporation Limited, Kenya	27.05	1,305.05	-	-	-	-
16 Strides Softgels Pte. Ltd, Singapore	-	-	-	-	(31.02)	-
Loans receivable as at:						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	535.46	-	-	-	-
Balance of deposits paid:						
1 Atma Projects, India	-	-	-	-	69.96	69.96
2 Chayadeep Properties Private Limited, India	-	-	-	-	21.88	21.88
3 K.R. Anuradha	-	-	-	-	44.04	46.07
Balance of deposits received:						
1 Solara Active Pharma Sciences Limited, India	-	-	-	-	7.20	7.20
2 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	0.05

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party closing balances (contd)

₹ In Million

Particulars	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24
Balance of (trade payables) net of advance paid as at:						
1 Aurore Life Sciences Private Limited, India	-	-	-	-	(168.20)	(71.66)
2 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	(1.28)	(1.18)
3 Chayadeep Properties Private Limited, India	-	-	-	-	(1.56)	0.52
4 Naari Pharma Private Limited, India	-	-	-	-	(0.10)	(0.05)
5 Naari Pte Ltd, Singapore	-	-	-	-	(6.31)	(16.66)
6 Solara Active Pharma Sciences Limited, India	-	-	-	-	(1,272.71)	(949.91)
7 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	(9.73)	-	-	(132.61)	-
8 Tenshi Kaizen Private Limited, India	-	-	-	-	(21.84)	0.14
9 Universal Corporation Limited, Kenya	27.90	(255.62)	-	-	-	-
10 Steriscience Specialties Private Limited, India	-	-	-	-	(0.13)	(1.22)
11 Whitecrow Research Private Limited, India	-	-	-	-	-	(1.17)
12 Atma Projects, India	-	-	-	-	(4.77)	-
13 Strides Softgels Pte. Ltd, Singapore	-	-	-	-	(831.80)	-
14 Steriscience Pte Ltd, Singapore	-	-	-	-	(116.21)	(121.97)
Balance of trade receivables (net of advance received) as at:						
1 Aurore Life Sciences Private Limited, India	-	-	-	-	3.69	0.95
2 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	3.89	2.59
3 Biolexis Pte Ltd, Singapore	-	-	-	-	4.22	4.11
4 Brooks Steriscience Limited, India	-	-	-	-	6.62	17.54
5 Naari Pharma Private Limited, India	-	-	-	-	6.83	6.17
6 Naari Pte Ltd, Singapore	-	-	-	-	0.96	-
7 Sihuan Strides (HK) Ltd, Hong Kong	-	12.46	-	-	-	-
8 Six Rays LLP, India	-	-	-	-	1.11	0.70
9 Six Rays Pharma Solutions LLP, India	-	-	-	-	0.94	0.52
10 Six Rays Pte. Limited, Singapore	-	-	-	-	0.14	0.09
11 Sixrays Holdings Pte Ltd, Singapore	-	-	-	-	0.11	0.26

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party closing balances (contd)

₹ In Million

Particulars	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24	As at 31-Mar-25	As at 31-Mar-24
Balance of trade receivables (net of advance received) as at:						
13 Solara Active Pharma Sciences Limited, India	-	-	-	-	76.93	0.19
14 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	297.49	-	-	145.05	-
15 Stelis Pte Ltd, Singapore	-	-	-	-	0.10	-
16 Steriscience Sp Zoo, Poland	-	-	-	-	10.71	-
17 Steriscience Pte Ltd, Singapore	-	-	-	-	48.94	138.44
18 Steriscience Specialties Private Limited, India	-	-	-	-	55.20	219.45
19 Tenshi Healthcare Pte Ltd, Singapore	-	-	-	-	0.21	-
20 Tenshi Kaizen Private Limited, India	-	-	-	-	60.47	56.61
21 Tenshi Kaizen Pharma Pte Ltd, Singapore	-	-	-	-	0.21	-
22 Tenshi Life Sciences Pte Ltd, Singapore	-	-	-	-	(0.05)	0.09
23 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	8.00	30.84
24 Tenshi Kaizen B.V., Netherlands	-	-	-	-	0.37	-
25 Tenshi Kaizen Inc., USA	-	-	-	-	0.21	-
26 Tenshi Kaizen Private Limited, UK	-	-	-	-	0.28	-
27 Tenshi Kaizen Usa Inc., USA	-	-	-	-	0.21	-
28 Universal Corporation Limited, Kenya	4.37	51.46	-	-	-	-
29 Y Usha Rani	-	-	-	-	0.19	0.36
30 Agnus Capital LLP, India	-	-	-	-	0.08	-
31 Biolexis Private Limited, India	-	11.02	-	-	-	-
32 Hydra Active Pharma Sciences Private Limited, India	-	-	-	-	1.76	0.94
33 Steriscience Spolka	-	-	-	-	-	8.61
35 Strides Pharma Services Private Limited, India	-	-	-	-	0.14	-
36 Velbiom Probiotics Private Limited, India	-	-	-	-	1.43	1.16
Guarantees given on behalf of						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	8,910.00	-	-	-	-

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party transactions

₹ In Million

Nature of Transactions	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24
Sales of materials/services (net of returns)						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	50.55	-	-	30.51	-
2 Sihuan Strides (HK) Limited, Hong Kong	-	12.25	-	-	-	-
3 Solara Active Pharma Sciences Limited, India	-	-	-	-	0.05	8.00
4 Steriscience Specialties Private Ltd, India	-	-	-	-	-	71.07
5 Brooks Steriscience Limited, India	-	-	-	-	38.07	-
6 Strides Softgels Pte Ltd, Singapore	-	-	-	-	(5.78)	-
7 Universal Corporation Limited, Kenya	202.89	48.69	-	-	-	-
Sale of Property, plant and equipment						
1 Brooks Steriscience Private Limited, India	-	-	-	-	-	1.32
Purchase of Property, plant and equipment						
1 Naari Pharma Private Limited, India	-	-	-	-	-	0.04
2 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	6.64	-	-	50.77	-
Guarantee Commission received						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	48.78	-	-	31.78	-
Rental income						
1 Solara Active Pharma Sciences Limited, India	-	-	-	-	17.46	16.74
2 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	0.05
3 Strides Pharma Services Private limited, India	-	-	-	-	0.08	-
Interest income						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	59.47	-	-	58.10	-
Support service income						
1 Agnus Capital LLP, India	-	-	-	-	0.61	-
2 Aurore Life Sciences Private Limited, India	-	-	-	-	2.53	2.40
3 Brooks Steriscience Private Limited, India	-	-	-	-	6.12	5.05

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party transactions(contd)

₹ In Million

Nature of Transactions	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24
4 Hydra Active Pharma Science Private Limited, India	-	-	-	-	0.72	0.80
5 Naari Pharma Private Limited, India	-	-	-	-	31.46	43.55
6 Naari Pharma Pte Limited, Singapore	-	-	-	-	0.94	-
7 Six Rays LLP, India	-	-	-	-	0.36	0.60
8 Six Rays Pharma Solutions LLP, India	-	-	-	-	0.36	0.60
9 Six Rays Pte. Limited, Singapore	-	-	-	-	0.22	0.34
10 Sixrays Holdings Pte Ltd, Singapore	-	-	-	-	0.22	0.35
11 Solara Active Pharma Sciences Limited, India	-	-	-	-	74.66	65.12
12 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	220.92	-	-	213.56	-
13 Stelis Pte Ltd, Singapore	-	-	-	-	0.10	-
14 Steribrooks Penems Private Limited, India	-	-	-	-	-	(0.08)
15 Steriscience Pte Ltd, Singapore	-	-	-	-	114.16	86.07
16 Onesource Specialty Pte. Limited, Singapore	-	-	-	-	(0.01)	-
17 Strides Softgels Pte Ltd, Singapore	-	-	-	-	0.45	-
18 Steriscience Spolka	-	-	-	-	13.57	4.10
Support service income						
19 Steriscience Specialties Private Ltd, India	-	-	-	-	134.02	122.93
20 Tenshi Kaizen Private Limited, India	-	-	-	-	68.29	56.87
21 Tenshi Life Science Pte Ltd, Singapore	-	-	-	-	0.21	0.34
22 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	29.60	31.74
23 Tenshi Kaizen B.V., Netherlands	-	-	-	-	0.37	-
24 Tenshi Kaizen Inc., USA	-	-	-	-	0.21	-
25 Tenshi Kaizen Pte Ltd, Singapore	-	-	-	-	0.21	-
26 Tenshi Kaizen Private Limited, UK	-	-	-	-	0.28	-
27 Tenshi Kaizen Usa Inc, USA	-	-	-	-	0.21	-
28 Velbiom Probiotics Private Limited, India	-	-	-	-	1.23	1.20
29 Universal Corporation Limited, Kenya	1.07	4.36	-	-	-	-
30 Tenshi Healthcare Pte.Limited, Singapore	-	-	-	-	0.21	-
31 Y Usha Rani	-	-	-	-	1.73	1.75

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party transactions(contd)

₹ In Million

Nature of Transactions	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24
32 Karuna Business Solutions LLP, India	-	-	-	-	0.07	-
33 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	1.20	2.40
Support service expense						
1 Whitecrow Research Pvt Ltd , India	-	-	-	-	5.92	-
2 Strides Pharma Services Private Limited, India	-	-	-	-	0.03	-
Purchase of materials/services						
1 Aurore Life Sciences Private Limited, India	-	-	-	-	392.46	182.45
2 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	0.10	0.98
3 Naari Pte Ltd., Singapore	-	-	-	-	6.67	28.06
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	2,174.83	1,595.71
5 Steriscience Pte Ltd, Singapore	-	-	-	-	850.49	464.36
6 Onesource Specialty Pharma Limited (Formerly Stelis Biopharma Limited), India	-	-	-	-	394.30	-
7 Tenshi Kaizen Private Limited, India	-	-	-	-	50.37	19.82
8 Universal Corporation Limited, Kenya	559.26	196.63	-	-	-	-
9 Strides Softgels Pte Ltd, Singapore	-	-	-	-	3,562.84	-
10 Steri Science Specialties Private Limited, India	-	-	-	-	0.10	0.59
Sale / (returns) of Intangibles						
1 Steriscience Pte Limited, Singapore	-	-	-	-	(51.61)	-
Short Term Employee Benefits paid to (Refer note (ii) below)						
1 Mr. Arun Kumar	-	-	90.00	120.00	-	-
2 Mr.Vikesh Kumar	-	-	39.93	-	-	-
3 Mr. Badree Komandur	-	-	58.14	44.00	-	-
4 Ms. Manjula Ramamurthy	-	-	10.00	6.85	-	-
5 Mr.Aditya Kumar	-	-	16.21	7.50	-	-
Employee stock option expenses						
1 Mr.Vikesh Kumar	-	-	26.44	-	-	-

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party transactions(contd)

₹ In Million

Nature of Transactions	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24
Sitting Fees paid to						
1 Dr. Kausalya Santhanam	-	-	4.28	3.99	-	-
2 Mr. S.Sridhar	-	-	1.00	2.00	-	-
3 Mr.Ameet Hariani	-	-	1.90	0.40	-	-
4 Mr.Subir Chakraborty	-	-	1.25	-	-	-
5 Ms.Mukta Arora	-	-	0.10	-	-	-
6 Mr. Homi Rustam Khusrokhan	-	-	2.00	2.00	-	-
7 Mr. Bharat D Shah	-	-	0.65	2.00	-	-
Remuneration to Non-executive directors						
1 Dr. Kausalya Santhanam	-	-	2.00	1.00	-	-
2 Mr. S. Sridhar	-	-	2.00	1.00	-	-
3 Mr. Homi Rustam Khusrokhan	-	-	2.00	1.00	-	-
4 Mr. Bharat D Shah	-	-	2.00	1.00	-	-
5 Mr. Ameet Pratapsinh Hariani	-	-	0.40	-	-	-
Lease Payments						
1 Atma Projects, India	-	-	-	-	105.98	94.32
2 Chayadeep Properties Private Limited, India	-	-	-	-	33.43	29.76
3 K.R. Anuradha	-	-	-	-	23.65	21.26
Loans / advances given / (repaid) by/ (to) the group						
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	500.00	-	-	-	-
Reimbursement of expenses incurred on behalf of						
1 Naari Pharma Private Limited, India	-	-	-	-	0.30	-
2 Solara Active Pharma Sciences Limited, India	-	-	-	-	56.15	5.96
3 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	33.59	-	-	48.42	-
4 Steriscience Pte Ltd, Singapore	-	-	-	-	58.96	54.88
5 Steriscience Specialties Private Ltd, India	-	-	-	-	21.55	14.03
6 Steriscience Specialties Pte. Limited, Singapore	-	-	-	-	2.42	-
7 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	1.74	0.04
8 Tenshi Kaizen Private Limited, India	-	-	-	-	12.48	4.42

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

49. Related party transactions(contd)

₹ In Million

Nature of Transactions	Joint ventures and Associates		Directors / KMP		Enterprises controlled or significantly influenced by KMP or their relatives	
	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24	Year Ended 31-Mar-25	Year Ended 31-Mar-24
9 Universal Corporation Limited, Kenya	18.02	9.51	-	-	-	-
10 Naari Pte Ltd, Singapore	-	-	-	-	23.26	20.63
11 Strides Softgels Pte Ltd, Singapore	-	-	-	-	14.43	-
12 Brooks Steriscience Limited, India	-	-	-	-	5.33	4.77
Reimbursement of expenses incurred by						
1 Solara Active Pharma Sciences Limited, India	-	-	-	-	96.48	133.36
2 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	0.04	-
3 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	0.02
4 Steriscience Specialties Private Ltd, India	-	-	-	-	0.61	15.17
5 Tenshi Kaizen Private Limited, India	-	-	-	-	(0.27)	0.15
6 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	0.02	-
7 Naari Pharma Private Limited, India	-	-	-	-	-	3.71
8 Universal Corporation Limited, Kenya	7.94	26.87	-	-	-	-
9 Whitecrow Research Private Limited, India	-	-	-	-	-	6.96
Guarantee / Security repaid						
1 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	0.09

Notes

- All outstanding referred above are unsecured
- The compensation excludes gratuity & compensated absences which cannot be separately identified from the composite amount advised by the actuary.
- Transactions and balances with its own subsidiaries which are eliminated on consolidation are not included above.
- Refer Note 40.1 for demeger of Soft gelatin business

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

50 Subsidiary information

50.1 Details of the Group's subsidiaries at the end of the reporting period are as follows:

Sl. No.	Name of the subsidiary	Principal activity	Place of Incorporation	Proportion of ownership interest and voting power held by the Group	
				31-Mar-25	31-Mar-24
1	Altima Innovations Inc.^	Trading in pharmaceutical products	USA	0.00%	100.00%
2	Amexel Pte Ltd^^^	Introduction, procurement, collaborations and business engagement between pharmaceutical manufactureres and suppliers	Singapore	100.00%	0.00%
3	Apollo Life sciences Holdings Proprietary Limited	Registration and marketing of pharmaceutical products	South Africa	51.76%	51.76%
4	Arco Lab Private Limited	Outsourcing and business support services	India	100.00%	100.00%
5	Arrow Life Sciences (Malaysia) SDN. BHD^	Trading in pharmaceutical products	Malaysia	0.00%	100.00%
6	Beltapharm S.P.A	Manufacturing and trading in pharmaceutical products	Italy	97.94%	97.94%
7	Eris Pharma GmbH^^	Trading in Pharmaceutical products	Germany	0.00%	0.00%
8	Fairmed Healthcare GmbH (Refer note 50.2)	Trading in Pharmaceutical products	Germany	100.00%	70.00%
9	Generic Partners UK Ltd^	Trading in pharmaceutical products	UK	0.00%	100.00%
10	Neviton Softech Private Limited**	Engineering and Information Technology	India	50.00%	50.00%
11	Neviton Technologies Inc.,**	Engineering and Information Technology	USA	50.00%	50.00%
12	PharmaPar Inc.	Trading in pharmaceutical products	Canada	100.00%	100.00%
13	Stelis Biopharma (Malaysia) SDN. BHD^	Develop, manufacture, market and trade in pharmaceutical and ancillary products	Malaysia	0.00%	100.00%
14	Strides Alathur Private Limited (Formerly referred as "Vivimed Life Sciences Private Limited")#	Manufacturing, development and trading in pharmaceuticals products	India	0.00%	100.00%
15	Strides Arcolab International Ltd.	Investment Holding	UK	100.00%	100.00%
16	Strides CIS Limited	Trading in pharmaceutical products	Cyprus	100.00%	100.00%
17	Strides Consumer LLC@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	USA	100.00%	0.00%
18	Strides Consumer Private Limited@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	India	100.00%	0.00%
19	Strides Foundation Trust	Carrying out Social Responsibility activities	India	-	-
20	Strides Global Consumer Healthcare Limited@@	Sale and distribution of pharmaceutical and other over the counter consumer health care products	UK	100.00%	0.00%
21	Strides LifeSciences Limited	Trading in pharmaceutical products	Nigeria	100.00%	100.00%
22	Strides Netherlands B.V.	Trading in pharmaceutical products	Netherlands	100.00%	100.00%
23	Strides Nordics ApS	Trading in pharmaceutical products	Denmark	100.00%	100.00%
24	Strides Pharma (Cyprus) Limited	Trading in pharmaceutical products	Cyprus	100.00%	100.00%
25	Strides Pharma (SA) Pty Ltd.	Trading in pharmaceutical products	South Africa	51.76%	51.76%
26	Strides Pharma Asia Pte. Ltd.	Investment Holding	Singapore	100.00%	100.00%

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

50 Subsidiary information (contd)

Sl. No.	Name of the subsidiary	Principal activity	Place of Incorporation	Proportion of ownership interest and voting power held by the Group	
				31-Mar-25	31-Mar-24
27	Strides Pharma Canada Inc.	Trading in pharmaceutical products	Canada	100.00%	100.00%
28	Strides Pharma Global (UK) Ltd.	Investment Holding	UK	100.00%	100.00%
29	Strides Pharma Global Pte. Limited	Develop, manufacture, market and trade in pharmaceutical and ancillary products	Singapore	100.00%	100.00%
30	Strides Pharma Inc.	Manufacturing and trading in pharmaceuticals products	USA	100.00%	100.00%
31	Strides Pharma International AG (Formerly referred as "Fairmed Healthcare AG, Switzerland") (Refer note 50.2)	Trading in Pharmaceutical products	Switzerland	100.00%	70.00%
32	Strides Pharma International Limited	Investment Holding	Cyprus	100.00%	100.00%
33	Strides Pharma Latina, SA De CV@	Trading in pharmaceutical products	Mexico	0.00%	0.00%
34	Strides Pharma New Zealand Limited##	Trading in pharmaceutical products	New Zealand	100.00%	0.00%
35	Strides Pharma Science Pty Ltd	Trading in pharmaceutical products	Australia	100.00%	100.00%
36	Strides Pharma Services Private Limited!	Providing business support services in pharmaceutical and biopharmaceutical sectors	India	0.00%	100.00%
37	Strides Pharma UK Ltd.	Trading in pharmaceutical products	UK	100.00%	100.00%
38	Strides Softgels Pte Ltd*!	Trading in pharmaceutical products	Singapore	0.00%	100.00%
39	SVADS Holdings SA	Develop and trade in pharmaceutical products	Switzerland	100.00%	100.00%
40	Trinity Pharma (Pty) Ltd.	Registration and marketing of pharmaceutical products	South Africa	51.76%	51.76%
41	UCL Brands Limited*	Trading in pharmaceutical products	Kenya	51.00%	51.00%
42	Universal Corporation Limited	Manufacturing, development and trading in pharmaceuticals products	Kenya	49.00%	49.00%
43	Vensun Pharmaceuticals, Inc.	Develop and trade in pharmaceutical products	USA	100.00%	100.00%

Notes

^ Dissolved during the year ended March 31, 2025

! Ceased to be subsidiary with effect from April 1, 2024 on account of demerger (Refer note 40.1 and note 50.2)

* Incorporated during the year ended March 31, 2024 (Refer note 40.3)

** Subsidiary with effect from January 5, 2024 (Refer note 39)

^^ Ceased to be subsidiary with effect from January 30, 2024 (Refer note 40.2)

^^^ Subsidiary with effect from March 19, 2025 (Refer note 39)

@ Ceased to be subsidiary with effect from March 31, 2024 (Refer note 40.2)

@@ Subsidiary with effect from August 5, 2024 (Refer note 39)

Incorporated during the year ended March 31, 2025

Merged with Parent Company (Refer note 50.2 and note 58)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

50.2 Change in the Group's ownership interest in a subsidiary:

(i) As part of corporate restructuring, the following restructuring / reorganisation were done within the Group:

- a) During the current year, Strides Pharma Global Pte Limited (SPG) acquired balance 30% stake in Strides Pharma International AG (formerly known as Fairmed Healthcare AG) (Strides Switzerland). Consequently, SPG holds 100% of common stock of Strides Switzerland. The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated.
- b) During the previous year, the Company acquired Strides Pharma Services Private limited, India from Arco Lab Private limited, India, which is one of the wholly owned subsidiaries of the Group. The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated.
- c) During the previous year, the Trinity Pharma (Pty) Ltd acquired 100% stake in Strides Pharma (SA) Pty Ltd, 60% from Strides Pharma (Cyprus) Limited and balance 40% from Juno Pharma South Africa Proprietary Limited. The restructuring had no impact on Consolidated financial statements, since this entity was already being consolidated from the date of such incorporation.

(ii) Following entities have been acquired / incorporated within the Group:

- a) During the current year, Strides Pharma New Zealand Limited (NZ) was incorporated as wholly owned subsidiary of Strides Pharma Global Pte. Limited, Singapore. Accordingly in these financial statements, the NZ financial statements are consolidated.
- b) During the previous year, UCL Brands Limited (UBL), Kenya was incorporated as subsidiary of Strides Pharma Global Pte. Limited, Singapore. Accordingly in these financial statements, the UBL financial statements were consolidated from the date of such incorporation.
- c) During the previous year, Strides Softgel Pte. Ltd, Singapore was incorporated as wholly owned subsidiary of Strides Pharma Service Private Limited, India. Accordingly in these financial statements, Strides Softgels Pte. Ltd. financial statements were consolidated.
- d) During the previous year, Stelis Pte. Limited, Singapore was incorporated as wholly owned subsidiary of OneSource Specialty Pharma Limited, India (formerly, Stelis Biopharma Limited), India, an associate of the company.

(iii) Following entities have been merged with other entities within the Group:

During the current year, Strides Alathur Private Limited got merged with the Company, Strides Pharma Science Limited with effect from 12 September, 2024. The merger had no impact on Consolidated financial statements, since this entity was already being consolidated.

(iv) Following entities have been dissolved during the current year:

- (a) Arrow Life Sciences (Malaysia) SDN. BHD got dissolved with effect from 25 April, 2024.
- (b) Stelis Biopharma (Malaysia) SDN. BHD got dissolved with effect from 4 June, 2024.
- (c) Altima Innovations Inc. got dissolved with effect from 13 August, 2024.
- (d) Generic Partners UK Ltd got dissolved with effect from 18 March, 2025.

(v) Following entities have been demerged during the current year (Refer note 40.1):

- (a) Strides Pharma Services Private Limited got demerged with effect from 1 April, 2024.
- (b) Strides Softgels Pte Ltd got demerged with effect from 1 April, 2024.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51 Financial instruments

51.1 Categories of financial instruments

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24
Financial assets:		
Measured at fair value through profit or loss (FVTPL)		
(a) Mandatorily measured:		
(i) Equity investments	695.00	1,100.01
Measured at amortised cost		
(a) Cash and bank balances	1,367.83	1,911.66
(b) Loans	104.46	627.34
(c) Trade receivables	12,029.41	11,418.74
(d) Other financial assets at amortised cost	3,367.19	3,115.51
Measured at FVTOCI		
(a) Fair value of derivatives designated in a cash flow hedge	109.14	61.40
(b) Investments in certain equity instruments designated upon initial recognition	3,225.12	11.14
Financial liabilities:		
Measured at fair value through profit or loss (FVTPL)		
(a) Gross obligation under written put option	88.24	80.69
(b) Other financial liabilities	40.50	94.88
Measured at amortised cost		
(a) Borrowings (including current maturities of non-current borrowings)	17,956.13	24,145.25
(b) Security deposit	7.20	7.20
(c) Trade payables	10,324.98	8,515.89
(d) Unclaimed dividends	6.95	8.17
(e) Payables on purchase of property, plant and equipments and intangible assets	315.19	99.24
(f) Payables on purchase of non-current investments	7.57	47.88
(g) Lease liabilities	840.20	1,023.40
(h) Other financial liabilities	695.90	518.95
Measured at FVTOCI		
(a) Derivative financial liabilities	53.58	10.59

51.1.1 Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consist of the following three levels:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within 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 assets or liabilities that are not based on observable market data (unobservable inputs).

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.1.2 Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Group's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and input(s) used).

₹ In Million

Financial assets / financial liabilities	Fair value as at		Fair value hierarchy	Valuation technique(s) and key input(s)
	31-Mar-25	31-Mar-24		
Financial assets:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	109.14	61.40	Level 2	The fair value of forward foreign contracts are determined using spot and forward exchange rates at the balance sheet date.
Investment in Mutual fund (quoted)	652.57	1,057.58	Level 1	The fair value is determined based on the Net asset value published by respective funds.
Investment in equity instruments at FVTOCI (quoted)	3,225.12	76.31	Level 1	The fair value of the said investment is derived based on the quoted prices on stock exchanges.
Financial liabilities:				
Gross obligation under put options	88.24	80.69	Level 3	The said obligation under put options are valued basis expected pay-out. Significant unobservable inputs used for the said valuation are volatility and risk free interest rate (Discount rate - 6.60%). Refer note (a) below
Contingent consideration payable	40.50	94.88	Level 3	The fair value has been derived based on the estimated payout based on the projected profits of the subsidiary and discounted for the present value using the risk free interest rate / weighted average cost of capital. The discount rate assumed is 11.89%
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	53.58	10.59	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.

Notes:

- a) There is a wide range of possible fair value measurements for the valuation of exercise price of written-put options included in Level 3 of fair value hierarchy and the amount considered above represents the estimate of the fair value within that range.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.1.2 Fair value of the Group's financial assets and financial liabilities that are measured at fair value on a recurring basis (contd)

Reconciliation of Level 3 fair value measurements

a) Gross obligation under put options

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Opening balance	80.69	74.84
Less: Exercise of put options	-	-
Add: Cancellation / losses in the statement of profit and loss (unrealised)	5.35	4.97
Add: Currency translations in other comprehensive income	2.20	0.88
Closing balance	88.24	80.69

If the discount rate increases/decreases by 1%, the gross obligation liability would be decrease/increase by ₹0.88 million (Mar'24 - ₹0.81 million)

b) Contingent consideration payable

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Opening balance	94.88	108.41
Add: Contingent consideration on new acquisitions during the year	-	38.33
Add: Unwinding / fair valuation in the statement of profit and loss (unrealised)	(57.39)	(53.06)
Less: Currency translations in other comprehensive income	3.01	1.20
Closing balance	40.50	94.88

If the discount rate increases by 1%, the contingent consideration payable would be ₹ 40.10 million (Mar'23 - ₹93.93 million)

51.1.3 Fair value of financial assets and financial liabilities that are not measured at fair value (but fair value disclosures are required)

The Group considers that the carrying amounts of financial assets and financial liabilities recognised in the financial statements at amortized cost will reasonably approximate their fair values.

51.2 Financial risk management objectives

The Group's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Group's primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Group is foreign exchange risk. The Group uses derivative financial instruments to mitigate foreign exchange related risk exposures. All derivative activities for risk management purposes are carried out by specialist teams that have the appropriate skills, experience and supervision. It is the Group's policy that no trading in derivatives for speculative purposes may be undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

51.3 Foreign currency risk management

The Group is exposed to foreign exchange risk due to:

- debt availed in foreign currency
- net investments in subsidiaries and joint ventures that are in foreign currencies
- exposure arising from transactions relating to purchases, revenues, expenses, etc., to be settled (within and outside the group) in currencies other than the functional currency of the respective entities

Exchange rate exposures are managed within approved policy parameters by utilising forward foreign exchange contracts.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.3.1 Forward exchange contracts

It is the policy of the Group to enter into forward foreign exchange contracts to cover the risk associated with anticipated sales transactions out to 6 months within 50% to 70% of the exposure generated.

The following table details the forward foreign currency contracts outstanding at the end of the reporting period:

Contracts not designated in a cash flow hedge

Outstanding contracts	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
As at March 31, 2024				
Sell EUR				
Less than 3 months	95.00	3.00	284.99	299.08
3 to 6 months	95.49	1.00	95.49	100.19
6 to 12 months	-	-	-	-
Total			380.48	399.27

Contracts designated in a cash flow hedge

Outstanding contracts	Underlying Exposure	Average exchange rate (₹)	Foreign currency (USD in Million)	Nominal amounts (₹ in Million)	Fair value assets (liabilities) (₹ in Million)
As at March 31, 2025					
Sell USD					
Less than 3 months	Forecasted sales	85.70	8.00	684.99	683.87
3 to 6 months		86.00	20.00	1,718.63	1,712.78
6 to 12 months		86.30	29.00	2,499.00	2,477.66
More than 12 months		87.98	30.50	2,680.64	2,674.71
Sell AUD					
Less than 3 months	Forecasted sales	58.76	4.00	235.05	253.85
3 to 6 months		59.08	8.00	472.66	509.54
6 to 12 months		59.42	6.00	356.51	383.51
Sell EUR					
Less than 3 months	Forecasted sales	-	-	-	-
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
More than 12 months		99.89	8.00	799.08	818.61
Sell GBP					
Less than 3 months	Forecasted sales	107.94	4.00	431.76	419.35
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				9,878.32	9,933.88

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.3.1 Forward exchange contracts (contd)

Outstanding contracts	Underlying Exposure	Average exchange rate (₹)	Foreign currency (USD in Million)	Nominal amounts (₹ in Million)	Fair value assets (liabilities) (₹ in Million)
As at March 31, 2024					
Less than 3 months	Forecasted sales	-	-	-	-
3 to 6 months		84.56	2.00	169.11	170.30
6 to 12 months		85.07	16.00	1,360.75	1,370.05
More than 12 months		85.97	51.00	4,382.51	4,386.61
Sell EUR					
Less than 3 months	Forecasted sales	94.02	3.00	282.05	293.23
3 to 6 months		94.51	1.00	94.51	98.25
6 to 12 months		-	-	-	-
Sell GBP					
Less than 3 months	Forecasted sales	105.94	3.80	402.46	404.98
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				6,691.39	6,723.42

The line-items in the Consolidated balance sheet that include the above hedging instruments are “Other financial assets”.

The details of unhedged foreign currency exposure are as follows:

Amount receivable/(payable)	Amounts In Million			
	As at 31-Mar-25		As at 31-Mar-24	
Exposure to the Currency	in foreign Currency	in ₹	in foreign Currency	in ₹
USD	73.09	6,246.65	68.72	5,729.31
AUD	37.74	2,014.72	34.52	1,876.59
EUR	26.34	2,434.42	9.52	858.04
GBP	3.07	339.47	12.10	1,273.29
SGD	(0.32)	(20.67)	0.39	24.07
Others	41.84	6.57	27.13	54.06

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.3.2 Foreign currency sensitivity analysis

Financial instruments affected by changes in foreign exchange rates include loans in foreign currencies, loans in foreign currencies to subsidiaries. The Group considers US Dollar and the Euro to be principal currencies which require monitoring and risk mitigation. The Group is exposed to volatility in other currencies including the Great Britain Pounds (GBP) and the Australian Dollar (AUD). The impact on account of 5% appreciation / depreciation in the exchange rate of the above foreign currencies against ₹ is given below:

Particulars	₹ In Million			
	Increase / (decrease) in profit		Increase / (decrease) in equity	
	31-Mar-25	31-Mar-24	31-Mar-25	31-Mar-24
Appreciation in the USD	310.08	286.47	208.77	180.71
Depreciation in the USD	(310.08)	(286.47)	(208.77)	(180.71)
Appreciation in the EUR	121.72	42.90	106.71	143.31
Depreciation in the EUR	(121.72)	(42.90)	(106.71)	(143.31)
Appreciation in the AUD	100.74	93.83	60.93	90.70
Depreciation in the AUD	(100.74)	(93.83)	(60.93)	(90.70)
Appreciation in the GBP	16.97	63.66	17.23	24.52
Depreciation in the GBP	(16.97)	(63.66)	(17.23)	(24.52)

The impact on profit has been arrived at by applying the effects of appreciation / depreciation effects of currency on the net position (Assets in foreign currency - Liabilities in foreign currency) in the respective currencies.

For the purposes of the above table, it is assumed that the carrying value of the financial assets and liabilities as at the end of the respective financial years remains constant thereafter. The exchange rate considered for the sensitivity analysis is the exchange rate prevalent as at each year end.

The sensitivity analysis might not be representative of inherent foreign exchange risk due to the fact that the foreign exposure at the end of the reporting period might not reflect the exposure during the year.

51.4 Interest rate risk management

Interest rate risk arises from borrowings. Debt issued at variable rates exposes the Group to cash flow risk. Debt issued at fixed rate exposes the Group to fair value risk. Generally, the Group mitigates its interest rate risk by entering into interest rate swap contracts. The Group has not entered into any interest rate swap contracts during the year.

51.4.1 Interest rate sensitivity analysis

Financial instruments affected by interest rate changes include secured long term loans from banks, secured long term loans from others, unsecured long term loans, secured short term loans from banks and unsecured short term loans from banks and others. The substantial portion of the borrowings of the Group have a floating rate of interest (refer note 22). The impact of a 1% change in interest rates on the profit of an annual period will be ₹ 180.02 Million (Previous year : ₹ 242.10 Million) assuming the loans at each year end remain constant during the respective years. This computation does not involve a revaluation of the fair value of loans as a consequence of changes in interest rates. The computation also assumes that an increase in interest rates on floating rate liabilities will not necessarily involve an increase in interest rates on floating rate financial assets.

51.5 Other price risks

The Group is exposed to equity price risks arising from equity investments. Certain of the Group's equity investments are held for strategic rather than for trading purposes.

51.5.1 Equity price sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to equity price risks at the end of the reporting period.

If equity prices had been 5% higher/lower, other comprehensive income for the year ended March 31, 2025 would increase/decrease by ₹ 161.26 Million (for the year ended March 31, 2024: increase/decrease by ₹ 0.56 Million) as a result of the changes in fair value of equity investments measured at FVTOCI.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.6 Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit Risk to the group primarily arises from trade receivables. Credit risk also arises from cash and cash equivalents, loans, financial instruments and deposits with banks and financial institutions and other financial assets.

The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group has an internal mechanism of determining the credit risk of the customers and setting credit limits. Credit risk is controlled by analysing the credit limits and credit worthiness of customers on a continuous basis to whom credit has been given after obtaining necessary approvals.

The Group is not significantly exposed to geographical distribution risk as the counterparties operate across various countries across the Globe.

The credit risk on liquid funds and derivative financial instruments is limited because the counterparties are banks with high credit ratings.

In determining the allowance for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates as given in the provision matrix. The Provision matrix at the end of reporting period as follows:

Age of receivables	31-Mar-25		31-Mar-24	
	Trade receivable	Expected credit loss allowance	Trade receivable	Expected credit loss allowance
Within Credit	9,172.75	49.03	8,173.98	50.23
Less than 180 Days	2,620.48	91.39	2,095.89	119.32
180-360 Days	416.78	42.74	781.98	104.71
360-540 Days	64.09	61.53	448.23	56.14
540-720 Days	52.11	52.11	174.88	88.68
Over 720 Days	117.43	117.43	244.16	81.30
Total	12,443.64	414.23	11,919.12	500.38

₹ In Million

Movement in Expected credit loss allowance

Particulars	31-Mar-25	31-Mar-24
Balance at the beginning of the year	500.38	452.29
Written back/ provided during the year	(55.60)	48.09
Movement on account of demerger	(30.55)	-
Balance at end of the year	414.23	500.38

₹ In Million

51.7 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of directors, which has established an appropriate liquidity risk management framework for the management of the Group's short-term, medium-term and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual short term and long term cash flows, and by matching the maturity profiles of financial assets and liabilities. A portion of the Group's surplus cash is retained as investments in Liquid Mutual Funds or fixed deposits to fund short term requirements.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

51.7.1 Liquidity analysis for non-derivative liabilities

The following table details the Group's remaining contractual maturity for its non-derivative financial liabilities with agreed repayment periods. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay. The table include both interest and principal cash flows. To the extent that interest flows are floating rate, the undiscounted amount is derived from interest rate curves at the end of the reporting period. The contractual maturity is based on the earliest date on which the Group may be required to pay.

								₹ In Million	
Financial liabilities		Due within (years)						Total	Carrying amount
		1	1 to 2	2 to 3	3 to 4	4 to 5	beyond 5		
Bank and other borrowings									
-	As on March 31, 2025	12,243.69	521.10	417.16	4,636.56	184.42	-	18,002.93	17,956.13
-	As on March 31, 2024	17,408.80	1,325.13	933.34	389.35	3,762.28	391.12	24,210.02	24,145.25
Interest payable on borrowings									
-	As on March 31, 2025	74.78	-	-	-	-	-	74.78	74.78
-	As on March 31, 2024	113.65	-	-	-	-	-	113.65	113.65
Lease Liabilities									
-	As on March 31, 2025	324.53	281.14	148.94	76.98	44.74	80.28	956.61	840.20
-	As on March 31, 2024	319.86	321.35	279.73	147.80	76.88	125.02	1,270.64	1,023.40
Trade and other payable not in net debt									
-	As on March 31, 2025	11,379.31	40.50	-	-	-	-	11,419.81	11,323.51
-	As on March 31, 2024	9,140.05	45.53	-	-	-	-	9,185.58	9,178.56

51.8 Capital management

The Group manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Group consists of net debt (as detailed in notes 9,11,17, 18 and 22 offset by cash and bank balances and Investment in Mutual funds) and total equity of the Group.

The Group reviews the capital structure of the Group on a quarterly basis to ensure that it is in compliance with the required covenants. The Group has a target gearing ratio of 1:1 determined as the proportion of net debt to total equity. The gearing ratio at March 31, 2025 is 0.85 (March 31, 2024: 1.02).

The Group is not subject to any externally imposed capital requirements.

51.8.1 Gearing ratio

The gearing ratio at end of the reporting period was as follows.

			₹ In Million	
Particulars	31-Mar-25	31-Mar-24		
Debt (i)	24,145.25	24,145.25		
Less:				
Investment in Mutual funds	652.57	1,057.58		
Investment in Equity	42.43	42.43		
Cash and bank balances	1,367.83	1,911.66		
Fixed deposits with banks with more than 12 months maturity	104.62	45.77		
Net Debt (A)	21,977.80	21,087.81		
Total Equity (B)	25,864.64	20,717.08		
Net debt to equity ratio (A/B)	0.85	1.02		

(i) Debt is defined as long-term borrowings, current maturities of long-term borrowings and short-term borrowings.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

52 Transfer Pricing

The detailed transfer pricing regulations ('regulations') for computing the income from "domestic transactions" with specified parties and international transactions between 'associated enterprises' on an 'arm's length' basis is applicable to the Group. These regulations, inter alia, also require the maintenance of prescribed documents and information including furnishing a report from an Accountant which is to be filed with the Income tax authorities.

The Group has undertaken necessary steps to comply with the transfer pricing regulations. The Management is of the opinion that the transactions with associated enterprises and domestic transactions are at arm's length, and hence the aforesaid legislation will not have any material impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

53 (a) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2025

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Science Limited	38.74%	32,287.44	93.68%	28,864.92	-3.98%	(46.77)	90.09%	28,818.15
Indian Subsidiaries:								
Arco Lab Private Limited	3.35%	2,793.24	0.26%	79.18	104.96%	1,232.78	4.10%	1,311.96
Strides Pharma Services Private limited (Refer note 50.1)	0.00%	-	0.00%	(0.31)	0.00%	-	0.00%	(0.31)
Strides Consumer Private Limited	-0.10%	(86.48)	0.01%	4.14	0.00%	-	0.01%	4.14
Strides Foundation Trust	0.04%	29.74	0.03%	9.38	0.00%	-	0.03%	9.38
Neviton Softech Private Limited	0.30%	251.97	0.14%	43.91	-0.09%	(1.08)	0.13%	42.83
Foreign Subsidiaries:								
Apollo Life Sciences Holdings Proprietary Limited	0.00%	(0.02)	0.00%	(0.01)	0.00%	-	0.00%	(0.01)
Arrow Life Sciences (Malaysia) SDN. BHD.	0.00%	-	0.00%	(0.05)	0.00%	-	0.00%	(0.05)
Beltapharm SpA	0.24%	198.41	-0.29%	(89.77)	0.00%	-	-0.28%	(89.77)
Strides Pharma International AG(Fairmed)	-0.63%	(522.37)	-0.39%	(121.23)	0.00%	-	-0.38%	(121.23)
Fair-Med HealthcareGmbH, Germany	-2.82%	(2,354.08)	-0.11%	(35.01)	0.00%	-	-0.11%	(35.01)
Generic Partners UK Limited	0.00%	0.15	-0.13%	(41.33)	0.00%	-	-0.13%	(41.33)
Pharmapar Inc.	-0.23%	(194.64)	0.00%	-	0.00%	-	0.00%	-
Stelis Biopharma (Malaysia) SDN. BHD.	0.00%	-	-0.36%	(109.49)	0.00%	-	-0.34%	(109.49)
Strides Arcolab International Limited	4.03%	3,359.20	-0.81%	(248.66)	0.00%	-	-0.78%	(248.66)
Strides CIS Limited	-0.01%	(4.87)	0.00%	1.33	0.00%	-	0.00%	1.33
Strides Consumer LLC	-0.41%	(345.12)	-0.02%	(4.81)	0.00%	-	-0.02%	(4.81)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

53 (a) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2025 (contd)

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Life Sciences Limited	-0.37%	(312.22)	-0.09%	(28.81)	0.00%	-	-0.09%	(28.81)
Strides Pharma (Cyprus) Limited	2.45%	2,043.97	0.39%	119.40	0.00%	-	0.37%	119.40
Strides Pharma (SA) Pty Limited	-0.11%	(94.50)	0.16%	48.04	0.00%	-	0.15%	48.04
Strides Netherlands B.V.	0.02%	12.56	-0.08%	(24.49)	0.00%	-	-0.08%	(24.49)
Strides Pharma New Zealand Pty Limited	0.00%	0.54	0.00%	(0.20)	0.00%	-	0.00%	(0.20)
Amexel Pte Ltd	0.00%	(2.15)	0.00%	(0.68)	0.00%	-	0.00%	(0.68)
Strides Consumer LLC	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides Nordic ApS,	0.01%	9.81	-0.18%	(54.27)	0.00%	-	-0.17%	(54.27)
Stides Pharma Science Pty Ltd	0.01%	5.15	-0.17%	(51.77)	0.00%	-	-0.16%	(51.77)
Strides Pharma Global (UK) Limited	2.23%	1,858.07	0.02%	6.34	-0.87%	(10.18)	-0.01%	(3.84)
Strides Pharma Asia Pte Limited	20.66%	17,221.50	-0.05%	(15.93)	0.00%	-	-0.05%	(15.93)
Strides Pharma Canada Inc.	0.31%	259.60	-0.16%	(49.78)	0.00%	-	-0.16%	(49.78)
Strides Pharma Global Pte Limited	17.45%	14,543.98	5.32%	1,639.61	0.00%	-	5.13%	1,639.61
Strides Global Consumer Healthcare Limited	-0.13%	(108.07)	-0.26%	(80.42)	0.00%	-	-0.25%	(80.42)
Strides Pharma Inc.	10.60%	8,832.98	1.58%	486.12	-0.02%	(0.23)	1.52%	485.89
Strides Pharma International Limited	1.76%	1,466.43	0.00%	(0.57)	0.00%	-	0.00%	(0.57)
Strides Pharma UK Limited	1.51%	1,261.01	0.89%	274.85	0.00%	-	0.86%	274.85
SVADS Holdings SA	0.58%	485.88	0.00%	(0.34)	0.00%	-	0.00%	(0.34)
Trinity Pharma Proprietary Limited	0.67%	561.96	0.19%	58.47	0.00%	-	0.18%	58.47
Vensun Pharmaceuticals Inc.	-1.63%	(1,359.74)	0.00%	-	0.00%	-	0.00%	-
Neviton Technologies Inc.,	-0.01%	(5.33)	-0.01%	(2.86)	0.00%	-	-0.01%	(2.86)
Strides SoftgelsPte. Ltd., (Refer note 50.1)	0.00%	-	0.00%	1.50	0.00%	-	0.00%	1.50
UCL Brands Limited	1.51%	1,257.65	0.44%	135.75	0.00%	-	0.42%	135.75
Foreign Associates:						-		
Aponia Laboratories Inc.	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Universal Corporation Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

53 (a) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2025 (contd)

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Foreign Joint ventures:						-		
Sihuan Strides (HK) Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Total	100.00%	83,351.65	100.00%	30,812.15	100.00%	1,174.53	100.00%	31,986.68
a) Adjustments arising out of consolidation		(57,833.35)		5,122.41		296.13		5,418.54
b) Minority Interest in all subsidiaries:								
Foreign Subsidiaries:								
- Apollo Life Sciences Holdings Proprietary Limited		(0.01)		(0.01)		0.03		0.02
- Beltapharm SpA		(14.94)		(1.89)		(0.43)		(2.32)
- Strides Pharma International AG (Refer note 50.2)		-		(53.79)		(5.03)		(58.82)
- Fair-Med HealthcareGmbH, Germany (Refer note 50.2)		-		(31.74)		31.95		0.21
- Strides Pharma (SA) Pty Limited		(45.59)		23.28		(4.71)		18.57
- Neviton Softech Private Limited		135.82		20.79		-		20.79
- Neviton Technologies Inc.		(2.66)		(1.44)		(0.03)		(1.47)
- Trinity Pharma Proprietary Limited		300.24		17.82		8.93		26.75
- UCL Brands Limited		(26.53)		67.54		(3.25)		64.29
Total		25,864.64		35,975.12		1,498.12		37,473.24

(i) Share of discontinued operations included above is as follows:

Discontinued operation	₹ In Million		
	Profit or loss	Other Comprehensive Income	Total Comprehensive Income
Soft Gelatine business	31,881.07	-	31,881.07
Total	31,881.07	-	31,881.07

(ii) The amounts given here in respect of associates and joint ventures are the share of the Group in the profit or loss of the respective associates and joint ventures.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

53 (b) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2024

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Science Limited	43.20%	35,611.23	-70.63%	654.91	-0.25%	(1.28)	-160.60%	653.63
Indian Subsidiaries:								
Arco Lab Private Limited	1.80%	1,481.28	-13.75%	127.47	0.17%	0.86	-31.53%	128.33
Strides Pharma Services Private limited	0.00%	0.30	0.03%	(0.32)	0.00%	-	0.08%	(0.32)
Strides Foundation Trust	0.02%	20.36	0.07%	(0.68)	0.00%	-	0.17%	(0.68)
Strides Alathur Private Limited (Formerly referred as Vivimed Life Sciences Private Limited)	0.03%	22.21	22.28%	(206.62)	-0.56%	(2.90)	51.48%	(209.52)
Neviton Softech Private Limited	0.25%	206.77	-1.06%	9.80	0.04%	0.22	-2.46%	10.02
Foreign Subsidiaries:								
Altima Innovations Inc.	0.00%	0.55	0.01%	(0.05)	0.00%	-	0.01%	(0.05)
Apollo Life Sciences Holdings Proprietary Limited	0.00%	(0.01)	0.00%	-	0.00%	-	0.00%	-
Arrow Life Sciences (Malaysia) SDN. BHD.	0.00%	0.05	0.00%	(0.02)	0.00%	-	0.00%	(0.02)
Arrow Pharma Pte Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Beltapharm SpA	0.30%	250.37	22.65%	(210.00)	0.00%	-	51.60%	(210.00)
ERIS Pharma GmbH, Germany	0.00%	-	-0.25%	2.33	0.00%	-	-0.57%	2.33
Strides Pharma International AG(Fairmed)	-0.58%	(477.60)	34.15%	(316.68)	0.00%	-	77.81%	(316.68)
Fair-Med HealthcareGmbH, Germany	-2.74%	(2,260.14)	23.05%	(213.76)	0.00%	-	52.52%	(213.76)
Generic Partners UK Limited	0.05%	40.37	0.15%	(1.43)	0.00%	-	0.35%	(1.43)
Pharmapar Inc.	-0.24%	(201.75)	5.07%	(46.99)	0.00%	-	11.55%	(46.99)
Stelis Biopharma (Malaysia) SDN. BHD.	0.12%	102.29	-0.73%	6.80	0.00%	-	-1.67%	6.80
Strides Arcolab International Limited	4.27%	3,522.06	85.71%	(794.76)	98.69%	513.48	69.11%	(281.28)
Strides CIS Limited	-0.05%	(40.80)	-0.09%	0.85	0.00%	-	-0.21%	0.85
Strides Life Sciences Limited	-0.34%	(277.65)	37.17%	(344.71)	0.00%	-	84.70%	(344.71)
Strides Pharma (Cyprus) Limited	2.27%	1,873.76	-18.70%	173.41	0.00%	-	-42.61%	173.41
Strides Pharma (SA) Pty Limited	-0.16%	(135.09)	4.01%	(37.22)	0.00%	-	9.15%	(37.22)
Strides Netherlands B.V.	0.04%	36.59	-1.02%	9.49	0.00%	-	-2.33%	9.49
Strides Nordic ApS,	0.08%	63.31	-0.21%	1.97	0.00%	-	-0.48%	1.97

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

53 (b) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2024 (contd)

Name of the entity	Net assets, i.e., total assets minus total liabilities		Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets	₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
Strides Pharma Science Pty Ltd	0.05%	41.50	2.66%	(24.62)	0.00%	-	6.05%	(24.62)
Strides Pharma Global (UK) Limited	1.93%	1,589.57	-1.89%	17.52	1.75%	9.13	-6.55%	26.65
Strides Pharma Asia Pte Limited	20.50%	16,898.90	-57.63%	534.39	0.00%	-	-131.31%	534.39
Strides Pharma Canada Inc.	0.38%	313.50	10.77%	(99.88)	0.00%	-	24.54%	(99.88)
Strides Pharma Global Pte Limited	15.25%	12,572.72	74.81%	(693.69)	0.00%	-	170.45%	(693.69)
Strides Pharma Inc.	9.87%	8,138.19	-62.66%	581.01	0.15%	0.79	-142.96%	581.80
Strides Pharma International Limited	1.74%	1,431.13	-7.33%	67.99	0.00%	-	-16.71%	67.99
Strides Pharma UK Limited	1.13%	934.52	2.13%	(19.75)	0.00%	-	4.85%	(19.75)
Strides Shasun Latina, SA de CV	0.00%	-	2.32%	(21.48)	0.00%	-	5.28%	(21.48)
SVADS Holdings SA	0.55%	449.53	1.96%	(18.21)	0.00%	-	4.47%	(18.21)
Trinity Pharma Proprietary Limited	0.58%	476.24	-11.11%	102.98	0.00%	-	-25.30%	102.98
Vensun Pharmaceuticals Inc.	-1.61%	(1,326.48)	0.00%	-	0.00%	-	0.00%	-
Neviton Technologies Inc.,	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides SoftgelsPte. Ltd.,	0.00%	(1.48)	0.16%	(1.48)	0.00%	-	0.36%	(1.48)
UCL Brands Limited	1.30%	1,068.90	17.89%	(165.85)	0.00%	-	40.75%	(165.85)
Indian Associates:								
OneSource Specialty Pharma Limited, India (formerly, Stelis Biopharma Limited)	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides Consumer Private Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Foreign Associates:								
Universal Corporation Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Strides Global Consumer Healthcare Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Foreign Joint ventures:								
Sihuan Strides (HK) Limited	0.00%	-	0.00%	-	0.00%	-	0.00%	-
Total	100.00%	82,425.20	100.00%	(927.28)	100.00%	520.30	100.00%	(406.98)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

53 (b) Additional information as required by Paragraph 2 of the General Instructions for Preparation of Consolidated Financial Statements to Schedule III to the Companies Act, 2013 for the year ended March 31, 2024 (contd)

Name of the entity	Net assets, i.e., total assets minus total liabilities	Share in profit or loss		Share in other comprehensive income		Share in total comprehensive income	
	As % of consolidated net assets ₹ in Million	As % of consolidated profit or loss	₹ in Million	As % of consolidated other comprehensive income	₹ in Million	As % of consolidated total comprehensive income	₹ in Million
a) Adjustments arising out of consolidation	(61,169.45)		221.13		(1,061.01)		(839.88)
b) Minority Interest in all subsidiaries:							
Foreign Subsidiaries:							
- Apollo Life Sciences Holdings Proprietary Limited	(0.00)		(0.00)		(0.01)		(0.01)
- Beltapharm SpA	(12.73)		(4.35)		(0.14)		(4.49)
- ERIS Pharma GmbH, Germany	-		3.64		(0.10)		3.54
- Strides Pharma International AG(Fairmed Healthcare AG)	(74.37)		(106.92)		14.10		(92.82)
- Fair-Med HealthcareGmbH, Germany	(678.04)		(64.42)		(7.86)		(72.28)
- Strides Pharma (SA) Pty Limited	(65.17)		(14.89)		2.64		(12.25)
- Strides Pharma Latina(Mexico)	-		(4.49)		(0.85)		(5.34)
- Neviton Softech Private Limited	115.44		5.28		-		5.28
- Neviton Technologies Inc.	(1.19)		(0.67)		-		(0.67)
- Trinity Pharma Proprietary Limited	267.28		39.65		(5.56)		34.09
- UCL Brands Limited	(89.79)		(89.82)		(8.55)		(98.37)
NCI eliminated on unrealised stock margin	-		-		-		-
Total	20,717.17		(943.14)		(547.04)		(1,490.18)

(i) Share of discontinued operations included above is as follows:

Discontinued operation	₹ In Million		
	Profit or loss	Other Comprehensive Income	Total Comprehensive Income
Gain on sale of investments in entities manufacturing specialty products	542.20	-	542.20
Total	542.20	-	542.20

(ii) The amounts given here in respect of associates and joint ventures are the share of the Group in the profit or loss of the respective associates and joint ventures.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

54 Equity accounted investees

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Investment in associates	99.73	1,880.31
Investment in joint ventures	7.06	12.66
Total	106.79	1,892.97

Associates

(a) OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited)

The Group had an associate in the name of OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited (Stelis)), incorporated in India, as at March 31, 2024, holding effective 31.12% of the equity stake and accounted for using the equity method. During the current year, the same has been derecognised pursuant to the scheme of demerger as referred in note 40.1.

The following table summarises the financial information of Stelis and the carrying amount of the Group's interest

		₹ In Million
Particulars		31-Mar-24
Percentage ownership interest		31.12%
Non-current assets		11,322.30
Current assets		1,763.81
Non-current liabilities		(2,823.10)
Current liabilities		(6,305.88)
Net assets		3,957.13
Group share of net assets		1,231.46
Carrying amount of interest in associate*		1,807.12

*The reconciliation is on account of unrecognised goodwill in the books of associate.

(b) Universal Corporation Limited

The Group has an investment in Universal Corporation Limited, Kenya (UCL) holding 51% equity shares as at March 31, 2022. Effective September 30, 2022 the Group shareholding reduced to 49% in UCL. However, the Group continues to have board representation to exercise significant influence. Pursuant to these changes, during the year ended March 31, 2023, the Group concluded that it no longer exercises control over UCL and hence will account for its investment as associate under equity method. (refer note 40.3)

The following table summarises the financial information of UCL and the carrying amount of the Group's interest

		₹ In Million
Particulars	31-Mar-25	31-Mar-24
Percentage ownership interest	49.00%	49.00%
Non-current assets	471.39	636.94
Current assets	2,124.44	2,769.42
Non-current liabilities	(570.39)	(1,269.41)
Current liabilities	(1,199.58)	(1,396.55)
Net assets	825.86	740.40
Group share of net assets	404.67	362.80
Carrying amount of interest in associate	99.73	73.19

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

54 Equity accounted investees (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Percentage ownership interest	49.00%	49.00%
Income	2,105.33	1,631.00
Profit / (loss) for the year	49.45	(977.56)
Other comprehensive income	-	-
Total comprehensive income	49.45	(977.56)
Group share of profit / (loss)	24.22	(478.81)

(c) Neviton Softech Private Limited

The Group has interest in the associate (for FY 23) holding 25% in the Neviton Softech Private Limited. During the year ended March 31, 2024, the Group increased the holding to 50% with control over majority of Board. The investment was accounted under equity method upto December 2023.

The following table analyses, in aggregate, the carrying amount and share of profit and OCI for the associate.

₹ In Million	
Particulars	31-Mar-24
Carrying amount of interests in associates and joint venture	-
Share in profit	9.55
Share in total comprehensive income	9.55

(d) Sihuan Strides (HK) Limited

The Group has an investment in Sihuan Strides (HK) Limited (Sihuan) holding 49% equity shares hence accounted for its investment as joint venture under equity method.

The following table analyses, in aggregate, the carrying amount and share of profit and OCI for the joint venture.

₹ In Million		
Particulars	31-Mar-25	31-Mar-24
Carrying amount of interests in associates and joint venture	7.06	12.66
Share in loss	(5.85)	(70.41)
Share in total comprehensive income	(5.85)	(70.41)

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

55 Other Statutory Information

- (a) The Company and its subsidiaries incorporated in India, do not have any Benami property, where any proceeding has been initiated or pending against them for holding any Benami property.
- (b) The following table summarises the transactions of the Company with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended / as at March 31, 2025:

₹ In Million

S. No.	Name of the struck off company	Nature of transaction	Balance outstanding as at current period	Relationship with the struck off company	Balance outstanding as at previous period	Relationship with the struck off company
1	Arvind Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
2	B.R. Agencies Pvt Ltd	Shares held by struck off company	-	Shareholder	-	Shareholder
3	Canny Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
4	Fairtrade Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
5	Pramika Consulting Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
6	Salasar Securities Pvt. Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
7	Shyam Computers Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
8	Trichem Holdings Limited	Shares held by struck off company	0.02	Shareholder	0.03	Shareholder
9	Vidhan Marketing Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
10	Unicon Fincap Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
11	Arihants Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
12	Advanced Micro Devices Pvt Ltd	Payables	0.32	Third Party	0.92	Third Party

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

- (c) 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:
- (i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the company (Ultimate Beneficiaries) or
 - (ii) provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries
- (d) 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:
- (i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - (ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,
- (e) The Company and its subsidiaries have not been declared as wilful defaulter by any bank or financial institution or government or any government authority.

56 Events after reporting period

On May 22, 2025, the Board of Directors of the Company has proposed a final dividend of ₹ 4 per equity share which shall result in cash outflow of ₹ 369 million (approx). The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.

- 57 During the year ended March 31, 2025, no material foreseeable loss (March 31, 2024: Nil) was incurred for any long-term contract. The Group has recognised a mark to market loss of ₹ 11.53 Million (derivative liability) as of 31 March 2025 (2024: ₹ 10.59 Million (derivative liability)) on its derivative instruments.

- 58 The Scheme of Amalgamation u/s 230 to 232 of the Companies Act, 2013, between Strides (the transferee company), Strides Alathur Private Limited(formerly known as Vivimed Lifesciences Private Limited) (the transferor company) with an appointed date of April 1, 2023 was approved by the National Company Law Tribunal ('NCLT') Mumbai bench, vide their order dated August 13, 2024 and a certified copy has been filed by the Company with the Registrar of Companies, Mumbai, Maharashtra, on September 12, 2024.

Entiy/Business acquired	Principal Activity	Date of control
Strides Alathur Private Limited	Develop, manufacture, market and trade in pharmaceutical products	29-Mar-19

Salient Features of the Scheme

- As the Transferee Company is the ultimate holding company of the Transferor Companies, there shall not be any issue of shares as purchase consideration to the shareholders of the Transferor Companies. Further, upon the scheme becoming effective the investments in the share capital of the Transferor companies, appearing in the books of accounts of the Transferee Company, if any, stands cancelled.
- Upon the Scheme becoming effective, the authorised share capital of the Transferor Companies shall stand combined with the authorised share capital of the Transferee Company. Accordingly, the authorised share capital of the Company will be 2,183,700,000, comprising 218,370,000 shares of ₹ 10 each.

Notes forming part of the Consolidated Financial Statements

for the year ended March 31, 2025

3. On the Scheme becoming effective and with effect from the Appointed Date, the merger of the Transferor Company with the Transferee Company is accounted by the Transferee Company as per the applicable accounting principles prescribed under the Indian Accounting Standard (Ind AS) 103, 'Business Combinations' notified under Section 133 of the Act and/ or any other applicable Ind AS, as amended from time to time.
4. On scheme becoming effective, the securities premium of Strides Alathur Private Limited have been recorded as securities premium for Strides Pharma Science Limited with a corresponding adjustment to capital reserve.
5. This merger had no material impact on Consolidated financial statement, since the transferor company was already being consolidated.

The accompanying notes are an integral part of the consolidated financial statements.

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

**for and on behalf of Board of Directors of
Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Vikesh Kumar
Group CFO
Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Manjula R.
Company Secretary
Membership Number: A30515

Independent Auditor's Report

To the Members of Strides Pharma Science Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Strides Pharma Science Limited (the "Company") which comprise the standalone balance sheet as at 31 March 2025, and the standalone statement of profit and loss (including other comprehensive income), standalone statement of changes in equity and standalone statement of cash flows for the year then ended, and notes to the standalone financial statements, including 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 ("Act") in the manner so required and in the context of the overriding effect of the provision in the Scheme of arrangement as approved by the National Company Law Tribunal ('NCLT'), regarding accounting of demerger of CDMO and Soft Gelatin business from the specified retrospective appointed date give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2025, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the Auditor's Responsibilities for the Audit of the Standalone Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other

ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Emphasis of Matter

We draw attention to Note 38 to the Standalone financial statements regarding the Scheme of Arrangement ('Scheme') for demerger of CDMO and Soft Gelatin business of the Company which has been described in the aforesaid note. The Scheme has been approved by NCLT vide its order dated 14 November 2024 with appointed date of 1 April 2024 and a certified copy has been filed by the Company with the Registrar of Companies, Mumbai, on 27 November 2024. In accordance with the scheme approved by NCLT, the Company has given effect to the Scheme from the retrospective appointed date specified therein i.e. 1 April 2024 which overrides the relevant requirement of Appendix A to Ind AS 10 (according to which the scheme would have been accounted for from the date the Proposed Scheme is approved by the NCLT i.e. on 14 November 2024 and it is no longer at the discretion of the Company to recognise the liability to pay dividend for non-cash assets distributed to owners as per the aforesaid standard). The financial impact of the aforesaid treatment has been disclosed in the aforesaid note.

Our opinion is not modified in respect of this matter.

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.

Impairment testing of investments in subsidiaries:

Refer Material Accounting Policies and Note 8 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The net carrying amount of non-current investments in subsidiaries (aggregates to Rs. 18,411.71 million) accounts for 36.57% of the total assets of the Company as at 31 March 2025. Company's assessment of impairment contains a number of parameters which involve significant judgements in estimating the recoverable amount of the Cash Generating Units (CGUs) to which such investments pertain. The recoverable amount of the CGUs, which is the value in use, has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted-average cost of capital. Changes in these assumptions, could lead to an impact on the recoverable value of investment and accordingly impairment provision. The impairment testing was significant to our audit, because of the financial quantum of the assets as well as the involvement of critical judgements, estimates and assumptions.	In view of the significance of the matter, following audit procedures were applied, among others, to obtain sufficient audit evidence: - Assessed the design, implementation and operating effectiveness of the relevant key controls around the impairment testing of the carrying value of investments in subsidiaries. - Performed a retrospective analysis to assess the reasonableness of Company's projections by comparing historical forecast to actual results. - Tested reasonability of projections used by the Company relating to the sales growth, operating costs, weighted average cost of capital, cashflow forecasts and verified overall mathematical accuracy of calculations. - Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Company, in particular for weighted average cost of capital, terminal growth rate, etc. - Tested the Company's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. - Assessed the adequacy and appropriateness of the disclosures in the standalone financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Impairment testing of goodwill

Refer Material Accounting Policies and Note 7 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
The Company has goodwill of Rs. 1,155 million as at 31 March 2025. This goodwill has been accounted in current year following the merger of one of its wholly owned subsidiary Strides Alathur Private Limited (formerly known as Vivimed Life Sciences Private Limited) pursuant to the Scheme of Amalgamation ('Scheme') approved by the National Company Law Tribunal ('NCLT') on 13 August 2024 with an appointed date of April 1, 2023. Upon filing with the Registrar of Companies, the Scheme became effective from 12 September 2024. The annual impairment testing of goodwill is performed at the level of the Cash Generating Unit (CGU) to which such goodwill is allocated and was considered to be a key audit matter due to the complexity of the accounting requirements and the significant judgement involved to estimate the recoverable amount of the CGU. The recoverable amount of the CGU, which is the value in use has been derived from discounted forecast cash flow models. These models use several assumptions, including estimates of future sales growth, operating costs, terminal growth rates and weighted- average cost of capital.	In view of the significance of the matter, following audit procedures were applied, among others to obtain sufficient audit evidence: - Assessed the design, implementation and operating effectiveness of the Company's controls around the impairment testing of carrying value of goodwill; - Engaged valuation specialists to assist in testing the reasonableness of the valuation by evaluating the assumptions and methodologies used by the Company, in particular for weighted average cost of capital, terminal growth rate, etc. This is based on our knowledge of the Company and the market in which the CGU operates. - Evaluated the assumptions applied to key inputs such as sales growth, operating costs, weighted average cost of capital and terminal growth rates and verified overall mathematical accuracy of calculations; - Performed a retrospective analysis of the accuracy of the Company's past projections by comparing historical forecast to actual results; - Tested the Company's analysis of the sensitivity of the outcome of impairment to possible changes in key assumptions like terminal growth rate, weighted average cost of capital, etc. - Assessed the adequacy and appropriateness of the disclosures in the standalone financial statements, relating to the outcome of impairment assessment, as required by the applicable Ind AS.

Demerger of CDMO and Soft Gelatin business

Refer Material Accounting Policies and Note 38 to standalone financial statements

The key audit matter	How the matter was addressed in our audit
During the current year, the Company has demerged its CDMO and Soft Gelatin business ('Demerged business') pursuant to the Scheme of Arrangement ('Scheme') approved by the National Company Law Tribunal ('NCLT') on 14 November 2024 with an appointed date of April 1, 2024. Upon filing with the Registrar of Companies, the Scheme became effective from 27 November 2024. Pursuant to the approval by the NCLT, the demerged business has been presented as discontinued operations in the standalone financial statements as it meets the requirement of such presentation in accordance with Ind AS 105. The demerger has been accounted for as per the guidance in Appendix A of Ind AS 10 (Distribution of Non- cash assets to the owners) resulting in a gain from discontinued operations of Rs. 28,270 million. Consequently, there is a significant impact on the measurement and presentation of such demerger in the standalone financial statements. This required significant judgement from the management in achieving such measurement and presentation objectives, including but not limited to valuation of the underlying businesses for the purpose of identifying share entitlement ratio and appropriate allocation of assets, liabilities, incomes and expenses of such demerged business. This has been considered as a key audit matter in view of the non-routine nature and magnitude of the transaction, its presentation as a 'discontinued operation' and owing to the above mentioned significant judgement involved.	Our audit procedures included but were not limited to, the following in relation to accounting of Demerger of CDMO and Soft Gelatin business ('Demerged business') - Assessed the design, implementation and operating effectiveness of the internal financial controls relevant to the accounting of the demerger and related disclosures including around discontinued operations. - Read the NCLT order dated 14 November 2024 in respect of approval of the Scheme of Demerger and subsequent filing of the order with Registrar of the Companies, on 27 November 2024. - Reviewed the reasonableness of fairness opinion around the share entitlement ratio obtained by the Management from a Category 1 Merchant Banker. - Tested the identification and allocation, both direct and indirect, of assets, liabilities, incomes and expenses between Demerged business and the remaining business of the Company for current year and corresponding year and ensured its completeness by tracing the account balances to Company's books of account. - Reviewed that the accounting treatment of this Demerger in the books of account is in accordance with the Scheme and generally accepted accounting principles in India including Indian Accounting Standards notified under the Companies Act, 2013 ("Ind AS"). - Assessed the adequacy and appropriateness of the disclosures in the standalone financial statements, relating to the discontinued operations, as required by the applicable Ind AS.

Information Other than the Standalone Financial Statements and Auditor's Report Thereon

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the Management Reports such as Board's Report, Management Discussion and Analysis, Corporate Governance Report and Business Responsibility and Sustainability Report, but does not include the financial statements and auditor's report thereon, which we obtained prior to the date of this auditor's report, and the remaining sections of the Company's Annual Report, which are expected to be made available to us after that date.

Our opinion on the standalone financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements

or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining sections of 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 and take necessary actions, as applicable under the applicable laws and regulations.

Management's and Board of Directors' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are 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 state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (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 of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone 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, the 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 intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

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 control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the company has adequate internal financial controls with reference to financial statements in place and the operating effectiveness of such controls.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.
- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements 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.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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.

Other Matter

The merger of Strides Alathur Private Limited (formerly known as Vivimed Life Sciences Privated Limited) ('the transferor') with Strides Pharma Science Limited has been accounted for during the year ended 31 March 2025 in accordance with the Scheme of Amalgamation approved by the NCLT vide order dated 13 August 2024. Amalgamation has been accounted for by the Company as if it had occurred from the beginning of the preceding year in the standalone financial statements as per the requirement of Appendix C of Ind AS 103 i.e. the corresponding amounts for the previous year ended 31 March 2024, have been restated by the Company after recognising the effect of the amalgamation as above.

The corresponding figures for the year ended 31 March 2024, in so far it pertains to the transferor company, have been audited by another auditor who had expressed an unmodified opinion on 16 May 2024.

Our opinion is not modified in respect of this matter.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.
- 2 A. As required by Section 143(3) of the Act, 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 standalone balance sheet, the standalone statement of profit and loss (including other comprehensive income), the standalone statement of changes in equity and the standalone statement of cash flows dealt with by this Report are in agreement with the books of account.

- d. In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act read with the overriding effect of the Scheme approved by the NCLT as described in Emphasis of Matter paragraph above.
 - e. On the basis of the written representations received from the directors dated from 01 April 2025 to 21 April 2025 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2025 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 B".
- B. 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, in our opinion and to the best of our information and according to the explanations given to us:
- a. The Company has disclosed the impact of pending litigations as at 31 March 2025 on its financial position in its standalone financial statements - Refer Note 42 to the standalone financial statements.
 - b. The Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses, if any, on long-term contracts including derivative contracts – Refer Note 53 to the standalone financial statements.
 - c. There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.
 - d (i) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 51 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.
- (ii) The management has represented that, to the best of their knowledge and belief, as disclosed in the Note 51 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 Parties (“Ultimate Beneficiaries”) or provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries.
- (iii) 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 (i) and (ii) above, contain any material misstatement.
- e. The final dividend paid by the Company during the year, in respect of the same declared for the previous year, is in accordance with Section 123 of the Act to the extent it applies to payment of dividend.
- As stated in Note 54 to the standalone financial statements, the Board of Directors of the Company has proposed final dividend for the year which is subject to the approval of the members at the ensuing Annual General Meeting. The dividend declared is in accordance with Section 123 of the Act to the extent it applies to declaration of dividend.
- f. Based on our examination which included test checks, the Company has used accounting softwares for maintaining its books of account, which have a feature of recording audit trail (edit log) facility and the same has operated throughout the year for all relevant transactions recorded in the respective software. Further, where audit trail (edit log) facility was enabled and operated throughout the year for the respective accounting software, we did not come across any instance of the audit trail feature being tampered with. Additionally, where audit trail (edit log) facility was enabled, the audit trail has been preserved by the Company as per the statutory requirements for record retention.
- G. With respect to the matter to be included in the Auditor’s Report under Section 197(16) of the Act:
- In our opinion and according to the information and explanations given to us, the remuneration paid/payable by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.
- For **B S R & Co. LLP**
Chartered Accountants
Firm’s Registration No.:101248W/W-100022
- G Prakash**
Partner
Membership No.: 099696
ICAI UDIN:25099696BMOOJE6615
- Place: Bangalore
Date: 22 May 2025

Annexure A to the Independent Auditor's Report on the Standalone Financial Statements of Strides Pharma Science Limited for the year ended 31 March 2025

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

- (i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, Plant and Equipment.
- (B) The Company has maintained proper records showing full particulars of intangible assets.
- (i) (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, Plant and Equipment by which all property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.
- (i) (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the leases agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company, except for the following which are not held in the name of the Company:

Particulars	Description of item of property	Gross Carrying value	Title deed held in name of	Whether title deed holder is a promoter/director of relative/director or employee of promoter/director	Property held since when date	Reason for not being held in the name of the Company
Property, plant and equipment	Building	3.55	Arun Kumar	Yes	9 May 1995	Note-1
Property, plant and equipment	Freehold Land	0.81	Grandix Pharmaceuticals Limited	No	31 December 2009	Note-2

Note-1 - The apartment is inside a housing cooperative society. The Company is yet to transfer the title deeds of such properties in its name.

Note-2- The property is in the name of the erstwhile Company which is merged with the Company under Section 391 to 394 of the Companies Act 1956 in terms of the approval of the Honourable High Courts of judicature. The Company is yet to transfer the title deeds of such properties in its name.

- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, Plant and Equipment (including Right of Use assets) or intangible assets or both during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.
- (ii) (a) The inventory, except goods-in-transit, has been physically verified by the management during the year. For goods-in-transit subsequent evidence of receipts has been linked with inventory records. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were more than 10% in the aggregate of each class of inventory
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks are in agreement with the books of account

of the Company. Further, the Company has not been sanctioned working capital loan from financial institutions.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments or provided any guarantee or security or granted advances in the nature of loans, secured or unsecured to companies, firms, limited liability partnership or any other parties during the year. The Company has granted loans to other parties in respect of which the requisite information is given below. The Company has not granted any loans to any companies, firms or any limited liability partnership.

(a) Based on the audit procedures carried on by us and as per the information and explanations given to us the Company has provided loans to others as below:

Particulars	Guarantees	Security	Loans	Advances in nature of loans
Aggregate amount during the year				
Subsidiaries*	-	-	-	-
Joint ventures*	-	-	-	-
Associates*	-	-	-	-
Others	-	-	98.48	-
Balance outstanding as at balance sheet date				
Subsidiaries*	-	-	-	-
Joint ventures*	-	-	-	-
Associates*	-	-	-	-
Others	-	-	70.50	-

*As per the Companies Act, 2013

- (b) According to the information and explanations given to us and based on the audit procedures conducted by us, in our opinion the terms and conditions of the grant of loans during the year are not prejudicial to the interest of the Company. The Company has not made any investments, provided guarantee, given security or given advances in the nature of loans to any party.
- (c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, in our opinion the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular. Further, the Company has not given any advance in the nature of loan to any party during the year.
- (d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given. Further, the Company has not given any advances in the nature of loans to any party during the year.
- (e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion following instances of loans falling due during the year were renewed or extended or settled by fresh loans:

Name of the party	Aggregate amount of loans or advances in the nature of loans granted during the year	Aggregate overdue amount settled by renewal or extension or by fresh loans granted to same parties	Percentage of the aggregate to the total loans or advances in the nature of loans granted during the year
Strides Consumer Private Limited	-	Rs. 30 million	NA

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not granted any loans or advances in the nature of loans either repayable on demand or without specifying any terms or period of repayment.

(iv) According to the information and explanations given to us and on the basis of our examination of records of the Company, the Company has neither made any investments nor has it given loans or provided guarantee or security and therefore the relevant provisions of Sections 185 and 186 of the Companies Act, 2013 ("the Act") are not applicable to the Company. Accordingly, clause 3(iv) of the Order is not applicable.

- (v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.
- (vi) We have broadly reviewed the books of accounts maintained by the Company pursuant to the rules prescribed by the Central Government for maintenance of cost records under Section 148(1) of the Act in respect of its manufactured goods and services provided by it and are of the opinion that prima facie, the prescribed accounts and records have been made and maintained. However, we have not carried out a detailed examination of the records with a view to determine whether these are accurate or complete.
- (vii) (a) The Company does not have liability in respect of Service tax, Duty of excise, Sales tax and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, in our opinion, the undisputed statutory dues including Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues have been regularly deposited by the Company with the appropriate authorities though there have been delay in Provident Fund due to timely availability of Universal Account Number/Aadhar number in respect of certain employees.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, no undisputed amounts payable in respect of Goods and Service Tax, Provident Fund, Employees State Insurance, Income-Tax, Duty of Customs or Cess or other statutory dues were in arrears as at 31 March 2025 for a period of more than six months from the date they became payable.

- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, statutory dues relating to Goods and Service Tax, Income-Tax, Duty of Customs or Duty of excise which have not been deposited on account of any dispute are as follows:

Name of the statute	Nature of the dues	Amount paid (Rs. in millions) *	Period to which the amount relates	Forum where dispute is pending
The Income Tax Act, 1961	Income tax	5.69	AY2020-21	Income Tax Appellate Tribunal
The Income Tax Act, 1961	Income tax	24.12	AY2021-22	Commissioner of Income Tax, (Appeals)
The Income Tax Act, 1961	Income tax	27.22	AY2022-23	Commissioner of Income Tax, (Appeals)
Central Excise Act, 1944	Central Excise	26.31	Various dates	Deputy Commissioner (Appeals)
Central Excise Act, 1944	Central Excise	5.20	Various dates	Commissioner of Central Excise
Central Excise Act, 1944	Central Excise	591.93	Various dates	Customs, Excise and Service Tax Appellate Tribunal
Central Excise Act, 1944	Central Excise	63.06	Various dates	Commissioner of Central Tax
The Central Goods and Service Tax Act, 2017	Service Tax	123.94	Various dates	Commissioner of GST (Appeals),

*Net of direct taxes paid of Rs 101.89 million and indirect taxes paid of Rs 34.43 million. Also refer Note 42 to the standalone financial statements.

- (viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income Tax Act, 1961 as income during the year.
- (ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not defaulted in repayment of loans and borrowing or in the payment of interest thereon to any lender.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

- (c) In our opinion and according to the information and explanations given to us by the management, term loans were applied for the purpose for which the loans were obtained .
- (d) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that no funds raised on short-term basis have been used for long-term purposes by the Company.
- (e) According to the information and explanations given to us and on an overall examination of the standalone financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries, associates or joint venture as defined under the Act.
- (f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries, associates or joint venture (as defined under the Act).
- (x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.
- (b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.
- (xi) (a) During the course of our examination of the books and records of the Company and according to the information and explanations given to us, no fraud by the Company or on the Company has been noticed or reported during the year.
- (b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Act has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of the Companies (Audit and Auditors) Rules, 2014 with the Central Government.
- (c) As represented to us by the management, there are no whistle blower complaints received by the Company during the year.
- (xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.
- (xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Section 177 and 188 of the Act, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable accounting standards.
- (xiv)(a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.
- (b) We have considered the internal audit reports of the Company issued till date for the period under audit.
- (xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Act are not applicable to the Company.
- (xvi)(a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.
- (b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.
- (c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.
- (d) The Company is not part of any group (as per the provisions of the Core Investment Companies (Reserve Bank) Directions, 2016 as amended). Accordingly, the requirements of clause 3(xvi)(d) are not applicable.
- (xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.
- (xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, 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 that 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.

Also refer to the Other Information paragraph of our main audit report which explains that the other information comprising the information included in remaining sections of the Company's Annual Report is expected to be made available to us after the date of this auditor's report.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Act pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

G Prakash

Partner

Membership No.: 099696

ICAI UDIN:25099696BMOOJE6615

Place: Bangalore

Date: 22 May 2025

Annexure B to the Independent Auditor's Report on the standalone financial statements of Strides Pharma Science Limited for the year ended 31 March 2025

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Act

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to financial statements of Strides Pharma Science Limited ("the Company") as of 31 March 2025 in conjunction with our audit of the standalone financial statements of the Company for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to financial statements and such internal financial controls were operating effectively as at 31 March 2025, based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls based on the internal financial controls with reference to financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note. 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 company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditor's Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to 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 financial statements were 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 financial statements and their operating effectiveness. Our audit of internal financial controls with reference to financial statements included obtaining an understanding of internal financial controls with reference to 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 standalone 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 financial statements.

Meaning of Internal Financial Controls with Reference to Financial Statements

A company's internal financial controls with reference to financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations



of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Financial Statements

Because of the inherent limitations of internal financial controls with reference to financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to financial statements to future periods are subject to the risk that the internal financial controls with reference

to financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**

Chartered Accountants

Firm's Registration No.:101248W/W-100022

G Prakash

Partner

Membership No.: 099696

ICAI UDIN:25099696BMOOJE6615

Place: Bangalore

Date: 22 May 2025

Standalone Balance Sheet

as at March 31, 2025

		₹ In Million	
	Note	31-Mar-25	31-Mar-24 (Restated)
A ASSETS			
I Non-current assets			
(a) Property, plant and equipment	4(i)	5,721.45	5,384.79
(b) Capital work-in-progress	4(ii)	657.40	711.93
(c) Right-of-use assets	5(i)	342.77	446.27
(d) Investment property	6	109.14	116.11
(e) Goodwill	7(i)	1,155.77	1,155.77
(f) Other intangible assets	7(ii)	340.22	369.14
(g) Intangible assets under development	7(iii)	399.37	362.92
(h) Financial assets			
(i) Investments	8	18,476.88	23,635.93
(ii) Other financial assets	10(i)	309.76	234.33
(i) Deferred tax assets (net)	11	1,002.35	1,189.37
(j) Other tax assets (net)	12	184.96	1,076.82
(k) Other non-current assets	13(i)	154.35	223.57
Total non-current assets		28,854.42	34,906.95
II Current assets			
(a) Inventories	14	4,317.13	4,980.66
(b) Financial assets			
(i) Trade receivables	15	14,529.31	15,650.35
(ii) Cash and cash equivalents	16	63.28	927.51
(iii) Other balances with banks	17	241.71	223.47
(iv) Loans	9	100.50	82.46
(v) Other financial assets	10(ii)	496.60	547.56
(c) Other current assets	13(ii)	1,706.50	1,699.74
Total current assets		21,455.03	24,111.75
TOTAL ASSETS		50,309.45	59,018.70
B EQUITY AND LIABILITIES			
I Equity			
(a) Equity share capital	18	921.63	919.00
(b) Other equity	19	31,005.72	34,357.04
Total equity		31,927.35	35,276.04
II Liabilities			
1 Non-current liabilities			
(a) Financial liabilities			
(i) Borrowings	20(i)	1,273.72	2,023.21
(ii) Lease liabilities	5(ii)	283.97	394.04
(iii) Other financial liabilities	21(i)	11.53	10.59
(b) Provisions	22(i)	516.77	463.42
Total non-current liabilities		2,085.99	2,891.26
2 Current liabilities			
(a) Financial liabilities			
(i) Borrowings	20(ii)	10,288.80	14,297.88
(ii) Lease liabilities	5(ii)	175.73	162.11
(iii) Trade payables	24		
- total outstanding dues of micro enterprises and small enterprises and		302.81	343.69
- total outstanding dues of creditors other than micro enterprises and small enterprises		4,545.70	5,093.90
(iv) Other financial liabilities	21(ii)	550.26	578.59
(b) Other current liabilities	23(i)	201.80	171.97
(c) Provisions	22(ii)	231.01	203.26
Total current liabilities		16,296.11	20,851.40
Total liabilities		18,382.10	23,742.66
TOTAL EQUITY AND LIABILITIES		50,309.45	59,018.70

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration Number:

101248W/ W-100022

G Prakash

Partner

Membership Number: 099696

Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited
Arun Kumar

Non-Executive Director & Chairperson

DIN: 00084845

Manjula R.

Company Secretary

Membership Number: A30515

Bengaluru, May 22, 2025

Badree Komandur

Managing Director & Group CEO

DIN: 07803242

Vikesh Kumar

Group CFO



Standalone Statement of Profit and Loss

for the year ended March 31, 2025

			₹ In Million	
	Note	31-Mar-25	31-Mar-24 (Restated)	
A. Continuing operations:				
Income				
I	Revenue from operations	25	21,394.23	18,661.17
II	Other income	26	461.88	587.11
III	Total income (I+II)		21,856.11	19,248.28
IV Expenses				
(a)	Cost of materials consumed		10,481.06	9,250.58
(b)	Purchase of stock-in-trade		626.31	292.28
(c)	Changes in inventories of finished goods, work-in-progress and stock-in-trade	27	(272.03)	148.71
(d)	Employee benefits expense	28	3,775.91	3,489.15
(e)	Finance costs	29	1,459.12	1,393.77
(f)	Depreciation and amortisation expense	30	846.08	874.07
(g)	Other expenses	31	4,158.56	3,975.40
	Total expenses		21,075.01	19,423.96
V	Profit/(Loss) before exceptional items and tax (III-IV)		781.10	(175.68)
VI	Exceptional item (net)	32	(0.27)	(53.65)
VII	Profit/(Loss) before tax (V+VI)		780.83	(229.33)
VIII	Tax expense / (benefit)	33		
(a)	Current tax		(14.64)	(1.19)
(b)	Deferred tax		203.91	14.61
	Total tax expense / (benefit)		189.27	13.42
IX	Profit for the year from continuing operations (VII-VIII)		591.56	(242.75)
B. Discontinued operations:				
X	Profit from discontinued operations		-	639.27
XI	Gain on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)	38	28,270.55	-
XII	Profit before tax from discontinued operations (X+XI)		28,270.55	639.27
XIII	Tax benefit of discontinued operations		-	(48.98)
XIV	Profit after tax from discontinued operations (XII-XIII)		28,270.55	688.25
XV	Profit for the year (IX+XIV)		28,862.11	445.50
XVI Other comprehensive loss				
A) (i)	Items that will not be reclassified to profit or loss	36	(71.90)	(57.07)
(ii)	Income tax relating to items that will not be reclassified to profit or loss	36	25.12	19.66
B) (i)	Items that may be reclassified to profit or loss	36	23.54	51.08
(ii)	Income tax relating to items that may be reclassified to profit or loss	36	(8.23)	(17.85)
	Total other comprehensive loss for the year, net of tax		(31.47)	(4.18)
XVII	Total comprehensive income for the year (XV+XVI)		28,830.64	441.32
XVIII Earnings per equity share (of ₹ 10/- each) (for continuing operations)				
- Basic	47	6.43	(2.67)	
- Diluted	47	6.43	(2.67)	
XIX Earnings per equity share (of ₹ 10/- each) (for discontinued operations)				
- Basic	47	307.25	7.56	
- Diluted	47	307.22	7.55	
XX Earnings per equity share (of ₹ 10/- each) (for continuing & discontinued operations)				
- Basic	47	313.68	4.90	
- Diluted	47	313.65	4.89	

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Vikesh Kumar
Group CFO

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

A) Equity share capital

Particulars	₹ In Million
Balance as at April 1, 2023	903.03
Changes in equity share capital due to prior period errors	-
Restated balance as at April 1, 2023	903.03
Changes in equity share capital during the year	
- Shares issued pursuant to exercise of stock options (refer note 43(c))	0.49
- Shares issued pursuant to conversion of share warrants (refer note 19 (j))	15.48
Balance as at March 31, 2024 (Restated)	919.00
Changes in equity share capital due to prior period errors	-
Restated balance as at March 31, 2024	919.00
Changes in equity share capital during the year	
- Shares issued pursuant to exercise of stock options (refer note 43(c))	2.63
- Shares issued pursuant to conversion of share warrants (refer note 19 (j))	-
Balance as at March 31, 2025	921.63

B) Other equity

Particulars	Reserves and surplus										Items of other comprehensive income		Total
	Share application money pending allotment	Securities premium account				Share options outstanding account	General reserve	Retained earnings	Effective portion of cash flow hedge	Re-measurement of the defined benefit liabilities / (assets)	Money received against share warrants		
		Capital reserve	Securities premium	Reserve for Business Restructure (BRR)	Capital redemption reserve								
Balance as at March 31, 2023	-	200.79	17,544.51	3,846.38	601.61	23.17	3,905.77	7,455.69	(12.38)	(89.06)	171.00	33,647.48	
Adjustments pursuant to scheme of Merger (refer note 37)	-	(60.59)	517.28	-	-	-	-	(571.85)	-	(10.62)	-	(125.78)	
Restated balance as at April 1, 2023	-	140.20	18,061.79	3,846.38	601.61	23.17	3,905.77	6,883.84	(12.38)	(99.68)	171.00	33,521.70	
Profit for the year	-	-	-	-	-	-	-	445.50	-	-	-	445.50	
Other comprehensive income / (loss) for the year (net of tax)	-	-	-	-	-	-	-	-	33.23	(34.51)	-	(1.28)	
Total comprehensive income	-	-	-	-	-	-	-	445.50	33.23	(34.51)	-	444.22	

₹ In Million

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

₹ In Million

Particulars	Note reference	Reserves and surplus					Items of other comprehensive income			
		Securities premium account			Share options outstanding account		Retained earnings	Effective portion of cash flow hedge liabilities / (assets)	Money received against share warrants	
		Share application money pending allotment	Capital reserve	Securities premium	Reserve for Business Restructure (BRR)	Capital redemption reserve				Share options
Transactions with owners of the Company										
Contributions and distributions										
Dividend		-	-	-	-	-	(135.50)	-	-	(135.50)
Money received against share warrants		-	-	-	-	-	-	-	513.00	513.00
Issue of shares on conversion of share warrants		-	-	668.52	-	-	-	-	-	(684.00)
Share application money received on exercise of options	43(a)	1.20	-	-	-	-	-	-	-	1.20
Issue of shares on exercise of stock options		-	-	20.06	-	-	(8.02)	-	-	12.04
Employee stock compensation expenses (including expenses cross charged to subsidiaries)	41(a)	-	-	-	-	-	15.86	-	-	15.86
Transferred to general reserve on stock options lapse		-	-	-	-	-	(1.30)	1.30	-	-
Total contributions and distributions		1.20	-	688.58	-	-	6.54	1.30	(135.50)	391.12
Balance as at March 31, 2024 (Restated)		1.20	140.20	18,750.37	3,846.38	601.61	29.71	3,907.07	7,193.84	34,357.04
Profit for the year		-	-	-	-	-	-	-	-	28,862.11
Other comprehensive income / (loss) for the year (net of tax)		-	-	-	-	-	-	15.31	(46.78)	(31.47)
Total comprehensive income		-	-	-	-	-	-	28,862.11	(46.78)	28,830.64
Transactions with owners of the Company										

Standalone Statement of Changes in Equity

for the year ended March 31, 2025

₹ In Million

Particulars	Note reference	Reserves and surplus						Items of other comprehensive income			Total	
		Securities premium account			Share money application pending allotment			General reserve	Retained earnings	Effective portion of cash flow hedge liabilities/ (assets)		Money received against share warrants
		Capital reserve	Securities premium	Reserve for Business Restructure (BRR)	Capital redemption reserve	Share options outstanding account						
Contributions and distributions												
Dividend		-	-	-	-	-	-	(229.90)	-	-	(229.90)	
Share application money received on exercise of options	43(a)	(1.20)	-	-	-	-	-	-	-	-	(1.20)	
Issue of shares on exercise of stock options		-	-	100.12	-	-	(40.53)	-	-	-	59.59	
Employee stock compensation expenses (including expenses cross charged to subsidiaries)	41(a)	-	-	-	-	-	16.09	-	-	-	16.09	
Transfer on account of demerger (refer note 38)		-	-	(3,755.99)	-	-	-	(28,270.55)	-	-	(32,026.54)	
Transferred to general reserve on stock options lapse		-	-	-	-	-	(0.14)	0.14	-	-	-	
Total contributions and distributions		(1.20)	-	(3,655.87)	-	-	(24.58)	0.14	(28,500.45)	-	(32,181.96)	
Balance as at March 31, 2025		-	140.20	15,094.50	3,846.38	601.61	5.13	3,907.21	7,555.50	36.16	(180.97)	
											31,005.72	

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

for **B S R & Co. LLP**

Chartered Accountants

Firm Registration Number:

101248W/ W-100022

for and on behalf of Board of Directors of

Strides Pharma Science Limited
Arun Kumar

Non-Executive Director & Chairperson

DIN: 00084845

Badree Komandur

Managing Director & Group CEO

DIN: 07803242

G Prakash

Partner

Membership Number: 099696

Bengaluru, May 22, 2025

Manjula R.

Company Secretary

Membership Number: A30515

Bengaluru, May 22, 2025

Vikesh Kumar

Group CFO



Statement of Cash Flow

for the year ended March 31, 2025

₹ In Million

	31-Mar-25	31-Mar-24 (Restated)
A. Cash flow from operating activities		
Profit/ (loss) before income tax		
- Continuing operations	780.83	(229.33)
- Discontinued operations	28,270.55	639.27
Profit/ (loss) before tax	29,051.38	409.94
Adjustments for:		
- Depreciation and amortisation expense	846.11	919.07
- Loss on sale/write off of property, plant and equipment, investment property and other intangible assets (net)	0.98	3.50
- Share based compensation expense	14.57	13.49
- Finance costs	1,459.11	1,735.98
- Interest income	(304.26)	(177.06)
- Dividend income	(85.26)	(295.74)
- Rental income from investment property	(17.46)	(16.80)
- Liabilities no longer required written back	-	(0.76)
- Loss allowance on trade receivables	(14.72)	106.01
- Write down of inventory and other assets	-	(1.46)
- Provision for bonus, gratuity & leave encashment	-	9.45
- Gain on disposal of assets / settlement of liabilities attributable to the discontinued operations (net)	(28,270.55)	-
- Net unrealised exchange loss	143.95	213.28
Operating profit before working capital changes	2,823.85	2,918.90
Changes in working capital:		
Decrease/ (Increase) in trade and other receivables	500.10	(2,692.91)
(Increase)/ Decrease in inventories	(108.22)	250.75
Decrease in trade and other payables	(226.06)	(1,153.87)
Net change in working capital	165.82	(3,596.03)
Cash generated/(utilised in) from operations	2,989.67	(677.13)
Income taxes refund, net	1,225.16	537.07
Net cash generated from/ (utilised in) from operating activities	A 4,214.83	(140.06)
B. Cash flow from investing activities		
Acquisition for property, plant and equipment and intangible assets, including capital advance	(1,662.03)	(764.15)
Proceeds from sale of property, plant and equipment and intangible assets	133.34	11.91
Purchase of long-term investments in others	-	(65.67)
Interest received (net of taxes)	21.65	119.19
Dividend received	171.25	124.48
Rental income from investment property	17.46	16.80
Investment in fixed deposits with maturity of more than 3 months, net	(57.57)	(138.21)
Net cash utilised in investing activities	B (1,375.90)	(695.65)

Statement of Cash Flow

for the year ended March 31, 2025

₹ In Million

	31-Mar-25	31-Mar-24 (Restated)
C. Cash flow from financing activities		
Proceeds from issue of equity shares	61.02	12.54
Proceeds from share application money pending allotment	-	1.20
Proceeds from issue of share warrants	-	513.00
Proceeds from long-term borrowings	1,172.78	548.03
Repayment of long-term borrowings (including Debentures)	(2,174.54)	(829.15)
(Repayment)/ Proceeds from short-term borrowings (net)	(956.94)	2,646.76
Dividends paid (in earmarked account)	(229.90)	(135.50)
Lease payments (Principal)	(116.01)	(93.86)
Lease payments (Interest)	(55.37)	(65.73)
Finance costs paid	(1,404.20)	(1,663.92)
Net cash (utilised in)/ generated from financing activities C	(3,703.16)	933.37
Net (decrease)/ increase in cash and cash equivalents during (A+B+C) the year	(864.23)	97.66
Cash and cash equivalents at the beginning of the year	927.51	821.05
Add: Cash acquired on merger (refer note 37)	-	8.80
Cash and cash equivalents at the end of the year*	63.28	927.51
* Comprises:		
Cash on hand	1.38	1.36
Balance with banks:		
- In current accounts	12.33	50.07
- In deposit accounts	-	709.25
- Funds-in-transit	49.57	166.83
Total	63.28	927.51

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

for and on behalf of Board of Directors of
Strides Pharma Science Limited

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 22, 2025

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

Vikesh Kumar
Group CFO

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

1 General information

Strides Pharma Science Limited ('the Company or Strides') is a pharmaceutical Company domiciled in India, with its registered office situated at Cyber One, Unit No. 902, Plot No - 4 & 6, Sector 30A, Vashi, Navi Mumbai - 400 703 and corporate office in Bengaluru, India. The Company is public limited company incorporated under the provisions of India Companies Act and having its equity shares are listed on the National Stock Exchange (NSE) and Bombay Stock Exchange (BSE) in India. The Company develops and manufactures a wide range of IP-led niche pharmaceutical products.

2 Basis of preparation of financial statements

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

The standalone financial statements were approved for issue by the Company's Board of Directors on May 22, 2025

2.1 Statement of compliance

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

The standalone financial statements were approved for issue by the Company's Board of Directors on May 22, 2025

2.2 Functional and presentation currency

These standalone financial statements are presented in Indian Rupees (₹), which is also the Company's functional currency. All amounts have been rounded-off to two decimal places to the nearest million, unless otherwise indicated.

2.3 Basis of measurement

These standalone financial statements have been prepared on the historical cost basis, except for the following items:

- Certain financial assets and liabilities (including derivative instruments) are measured at fair value;
- Net defined benefit asset/(liability) are measured at fair value of plan assets, less present value of defined benefit obligation;

2.4 Use of estimates and judgements

The preparation of the financial statements in conformity with Ind AS requires management to make estimates, judgements and assumptions. These estimates, judgements and assumptions 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 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 financial statements in the period in which changes are made and, if material, their effects are disclosed in the notes to the standalone financial statements.

2.4.1 Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

- Note 2.2 — Assessment of functional currency;
- Note 3.2 — Revenue recognition: whether revenue from sale of product and services is recognised overtime or at a point of time;
- Note 3.15 and 48 — Financial instruments;
- Note 3.9, 3.10 and 3.11— Useful lives of property, plant and equipment, investment property and intangible assets;
- Note 3.12.3 — Impairment of non financial assets:
- Note 43 — Share based payments;
- Note 3.8, 11, 33 and 42 (b) — Provision for income taxes and related tax contingencies and evaluation of recoverability of deferred tax assets.

2.4.2 Assumption and estimation uncertainty

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment is included in the following notes.

- Note 3.12.3 - Impairment testing of non-financial assets;
- Note 3.12.1 and 48 - Impairment testing of financial assets; and

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

- Note 3.14, 22 and 42(b) - Recognition and measurement of Provisions and contingent liabilities.
- Note 3.8.2 - Recognition of deferred tax assets; availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised.
- Note 3.13 and 14 - Provision for inventory obsolescence.
- Note 3.9 and 3.11.5 - Useful lives of property, plant and equipment, intangible assets.
- Note 44 - Measurement of defined benefit obligation; key actuarial assumptions;

2.5 Operating cycle

As mentioned in para 1 above under 'Corporate information', the Company is into development and manufacture of pharmaceutical products. 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 3 years to 5 years and 12 months relating to research and development activities and manufacturing of pharmaceutical products respectively. The above basis is used for classifying the assets and liabilities into current and non-current as the case may be.

2.6 Cash flow statement

Cash flows are reported using indirect method, whereby net profits before tax is adjusted for the effects of transactions of a non-cash nature and any deferrals or accruals of past or future cash receipts or payments and items of income or expenses associated with investing or financing cash flows. The cash flows from regular revenue generating (operating activities), investing and financing activities of the Company are segregated.

2.7 Measurement of fair value

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).

The Company has an established control framework with respect to the measurement of fair values. This includes a finance team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values.

The Company regularly reviews significant unobservable inputs and valuation adjustments. If third party information is used to measure fair values, then the finance team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of Ind AS, including the level in the fair value hierarchy in which the valuations should be classified.

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.

Further information about the assumptions made in measuring fair values is included in the following notes:

- Note 43 – Share based payment arrangements;
- Note 6 – Investment property and
- Note 48 – Financial instruments

3 Material accounting policy information

3.1 Business combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition-date fair values of the assets transferred by the Company, liabilities incurred by the Company to the former owners of the acquiree and the equity interests issued by the Company in exchange of control of the acquiree. Acquisition-related costs are generally recognised in statement of profit and loss as incurred.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognised at their fair value, except that:

- deferred tax assets or liabilities, and assets or liabilities related to employee benefit arrangements are recognised and measured in accordance with Ind AS 12 Income Taxes and Ind AS 19 Employee Benefits respectively;
- liabilities or equity instruments related to share-based payment arrangements of the acquiree or share-based payment arrangements of the Company entered into to replace share-based payment arrangements of the acquiree are measured in accordance with Ind AS 102 Share-based Payment at the acquisition date (see note 3.7.3); and
- assets (or disposal groups) that are classified as held for sale in accordance with Ind AS 105 Non-current Assets Held for Sale and Discontinued Operations are measured in accordance with that Standard.

3.1.1 Business combination under common control

The Company has followed the guidance given under Appendix C of Ind AS 103 (Business combination of entities under common control), while preparing these standalone financial statements.

Business combination involving common control is accounted by using pooling of interest method.

The pooling of interest method is considered to involve the following:

- (i) The assets and liabilities of the combining entities are reflected at their carrying amounts.
- (ii) No adjustments are made to reflect fair values, or recognise any new assets or liabilities. The only adjustments that are made are to harmonise accounting policies.
- (iii) The financial information in the financial statements in respect of prior periods should be restated as if the business combination had occurred from the beginning of the preceding period in the financial statements, irrespective of the actual date of the combination. In this financial statement, the effect of transactions, when the entities are under common control, prior to the appointed date has been adjusted in the 'other equity'.

The identity of the reserves in the transferor companies has been maintained in the transferee Company.

The difference, if any, between the amount recorded as share capital issued plus any additional consideration in the form of cash or other assets and the amount of share capital of the transferor shall be transferred to capital reserve and should be presented separately from other capital reserves with disclosure of its nature and purpose in the notes.

3.2 Revenue from contracts with customers

The Company recognises revenue to depict the transfer of control over promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for those goods or services. A 5-step approach is used to recognise revenue as below:

- Step 1: Identify the contract(s) with a customer
- Step 2: Identify the performance obligation in contract
- Step 3: Determine the transaction price
- Step 4: Allocate the transaction price to the performance obligations in the contract
- Step 5: Recognise revenue when (or as) the entity satisfies a performance obligation

3.2.1 Sale of goods

Revenue is recognised when a promise in a customer contract (performance obligation) has been satisfied by transferring control over the promised goods to the customer. Control over a promised good refers to the ability to direct the use of, and obtain substantially all of the remaining benefits from, those goods. Control is usually transferred upon shipment, delivery to, upon receipt of goods by the customer, in accordance with the delivery and acceptance terms agreed with the customers and revenue is recognised at that point in time.. The amount of revenue to be recognised (transaction price) is based on the consideration expected to be received in exchange for goods, excluding amounts collected on behalf of third parties such as sales tax or other taxes directly linked to sales. If a contract contains more than one performance obligation, the transaction price is allocated to each performance obligation based on their relative stand-alone selling prices. Revenue from product sales are recorded net of allowances for estimated rebates, cash discounts

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

and estimates of product returns, all of which are established at the time of sale.

The consideration received by the Company in exchange for its goods may be fixed or variable. Variable consideration is only recognised when it is considered highly probable that a significant revenue reversal will not occur once the underlying uncertainty related to variable consideration is subsequently resolved.

Revenue from sale of goods is recognised when control of goods is transferred to customers. The normal credit term is in the range of 15 to 90 days upon delivery except for some customers who are on advance payment term.

Profit share revenues

The Company from time to time enters into marketing arrangements with certain business partners for the sale of its products in certain markets. Under such arrangements, the Company sells its products to the business partners at a base purchase price agreed upon in the arrangement and is also entitled to a profit share which is over and above the base purchase price. The profit share is typically dependent on the business partner's ultimate net sale proceeds or net profits, subject to any reductions or adjustments that are required by the terms of the arrangement. Such arrangements typically require the business partner to provide confirmation of units sold and net sales or net profit computations for the products covered under the arrangement.

Revenue in an amount equal to the base purchase price and is recognised at that point in time upon delivery of products to the business partners. An additional amount representing the profit share component is recognised as revenue at that point in time in which corresponds to the ultimate sales of the products made by business partners only when the collectability of the profit share becomes probable and a reliable measurement of the profit share is available. Otherwise, recognition is deferred to a subsequent period pending satisfaction of such collectability and measurability requirements. In measuring the amount of profit share revenue to be recognised for each period, the Company uses all available information and evidence, including any confirmations from the business partner of the profit share amount owed to the Company, to the extent made available before the date the Company's Board of Directors authorises the issuance of its financial statements for the applicable period.

Sale to distributors

The Company appoints distributors in various territories who purchases the goods from the Company and thereafter sells them in the territory. In case the distributor is acting as an agent, the Company defers revenue recognition till the time goods are sold by the distributor to the end customer. On the other hand, if the distributor is principal, revenue is recognised at that point in time when control is transferred to the distributor.

Right to reject or return goods

The Company also sells its products to the customers with a right to return the goods within the specified period of time. For contracts that permit the customer to return an item, revenue is recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. Therefore, the amount of revenue recognised is adjusted for expected returns, which are estimated based on the historical data. In these circumstances, a refund liability and a right to recover returned goods asset are recognised. The right to recover returned goods asset is measured at the former carrying amount of the inventory less any expected costs to recover goods. The refund liability is included in other current liabilities and the right to recover returned goods is included in inventory. The Company reviews its estimate of expected returns at each reporting date and updates the amounts of the asset and liability accordingly.

Price variations / Incentives

Incentives are accounted based on the assessment of whether the beneficiary (of the incentive) is acting as a principal or an agent. Where the beneficiary is a principal, the incentive is regarded as consideration paid to the customer and is reduced from revenue.

However, where the beneficiary is an agent, the incentive payment is recognised as an expense as the same is in the nature of commission.

3.2.2 Sale of services

Revenue from services rendered, which primarily relate to contract research, is recognised in the statement of profit and loss as the underlying services are performed. Upfront payments received under these arrangements are deferred and recognised as revenue over the expected period over which the related services are expected to be performed.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

3.2.3 Royalty, sale of licenses and Intellectual property rights

The Company enters into certain dossier sales, royalties, licensing and supply arrangements with various parties. Income from licensing arrangements is generally recognised over the term of the contract. Some of these arrangements include certain performance obligations by the Company. Revenue from such arrangements is recognised point in time in the period in which the Company completes all its performance obligations.

3.2.4 Export and production linked incentives

Export incentives are accrued for based on fulfilment of eligibility criteria for availing the incentives and when there is no uncertainty in receiving the same. These incentives include estimated realisable values/benefits from special import licenses and benefits under specified schemes as applicable.

3.2.5 Rental income

The Company's policy for recognition of revenue from operating leases is described in note 3.3.2 below.

3.2.6 Dividend and interest income

Dividend income from investments is recognised when the shareholder's right to receive payment has been established (provided that it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably).

Interest income from a financial asset is recognised when it is probable that the economic benefits will flow to the Company and the amount of income can be measured reliably. Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset's net carrying amount on initial recognition.

3.3 Leases

At inception of a contract, the Company assesses whether a contract is, or contains, a lease. 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 uses the definition of a lease in Ind AS 116.

3.3.1 The Company as lessee

At commencement or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. However, for the leases of property the Company has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Company recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use asset will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Company's incremental borrowing rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

The Company determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

Lease payments included in the measurement of the lease liability comprise the following:

- fixed payments, including in-substance fixed payments;

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

- variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable under a residual value guarantee; and
- the exercise price under a purchase option that the Company is reasonably certain to exercise, lease payments in an optional renewal period if the Company is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless the Company is reasonably certain not to terminate early.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in an index or rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, if the Company changes its assessment of whether it will exercise a purchase, extension or termination option or if there is a revised in-substance fixed lease payment.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Short-term leases and leases of low-value assets

The Company has elected not to recognise right-of-use assets and lease liabilities for leases of low-value assets and short-term leases, including IT equipment. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The Company's significant leasing arrangements are mainly in respect of factory land and buildings, residential and office premises.

3.3.2 The Company as lessor

At inception or on modification of a contract that contains a lease component, the Company allocates the consideration in the contract to each lease component on the basis of their relative standalone prices.

When the Company acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease.

To classify each lease, the Company makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Company considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

When the Company is an intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Company applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, then the Company applies Ind AS 115 to allocate the consideration in the contract.

The Company recognises lease payments received under operating leases as income on a straight line basis over the lease term.

The Company applied the derecognition and impairment requirements in Ind AS 109 to the net investment in the lease.

3.4 Foreign currencies transactions and translation

Transactions in foreign currencies are recorded at the exchange rate prevailing on the date of transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the functional currency closing rates of exchange at the reporting date.

Exchange differences arising on settlement or translation of monetary items are recognised in Statement of Profit and Loss except to the extent of exchange differences which are regarded as an adjustment to interest costs on foreign currency borrowings that are directly attributable to the acquisition or construction of qualifying assets, are capitalized as cost of assets.

Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not retranslated. Income and expense items in foreign currency are translated at the average exchange rates for the period, unless exchange rates fluctuate significantly during that period, in which case the exchange rates at the dates of the transactions are used.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

3.5 Borrowing costs

Borrowing costs include

- (i) interest expense calculated using the effective interest rate method,
- (ii) interest on lease liabilities, and
- (iii) exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest costs.

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Interest income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in statement of profit and loss in the period in which they are incurred.

3.6 Employee benefits

3.6.1 Short-term employee benefits

All employee benefits falling due wholly within twelve months of rendering the services are classified as short-term employee benefits, which include benefits like salaries, wages, short-term compensated absences and performance incentives and are recognised as expenses in the period in which the employee renders the related service.

A liability is recognised for the amount expected to be paid under short-term cash bonus, 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 obligation can be estimated reliably.

3.6.2 Post-employment benefits

Payments to defined contribution retirement benefit plans are recognised as an expense when employees have rendered service entitling them to the contributions.

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at the end of each annual reporting period. Remeasurement, comprising actuarial gains and losses, the effect

of the changes to the asset ceiling (if applicable) and the return on plan assets (excluding net interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost is recognised in statement of profit and loss in the period of a plan amendment. Net interest is calculated by applying the discount rate at the beginning of the period to the net defined benefit liability or asset.

The retirement benefit obligation recognised in the balance sheet represents the actual deficit or surplus in the Company's defined benefit plans. Any surplus resulting from this calculation is limited to the present value of any economic benefits available in the form of refunds from the plans or reductions in future contributions to the plans.

A liability for a termination benefit is recognised at the earlier of when the entity can no longer withdraw the offer of the termination benefit and when the entity recognises any related restructuring costs. If benefits are not expected to be settled wholly within 12 months of the reporting date, then they are discounted.

3.6.3 Compensated absences

The Company has a policy on compensated absences which are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation performed by an independent actuary at each balance sheet date using the projected unit credit method on the additional amount expected to be paid/availed as a result of the unused entitlement that has accumulated at the balance sheet date. Expense on non-accumulating compensated absences is recognised in the period in which the absences occur.

3.6.4 Defined contribution plan

A defined contribution plan is a post-employment benefit plan where the Company's legal or constructive obligation is limited to the amount that it contributes to a separate legal entity. The Company makes specified monthly contributions towards Government administered provident fund scheme. Obligations for contributions to defined contribution plan are expensed as an employee benefits expense in the statement of profit and loss in period in which the related service is provided by the employee. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in future payments is available.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

3.7 Share-based payment arrangements

3.7.1 Share-based payment transactions of the Company

Equity-settled share-based payments to employees and others providing similar services are measured at the fair value of the equity instruments at the grant date.

The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, 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.

3.7.2 Cash settled share-based payment transactions of the Company

The fair value of the amount payable to employees in respect of cash settled share based payments is recognised as an expense with the corresponding increase in liabilities, over the period during which the employees becoming unconditionally entitled to payment. The liability is remeasured at each reporting date and at settlement date based on the fair value of the underlying options. Any changes in the liability are recognised in the statement of profit or loss.

3.7.3 Share-based payment transactions of the acquiree in a business combination

When the share-based payment awards held by the employees of an acquiree (acquiree awards) are replaced by the Company's share-based payment awards (replacement awards), both the acquiree awards and the replacement awards are measured in accordance with Ind AS 102 ("market-based measure") at the acquisition date. The portion of the replacement awards that is included in measuring the consideration transferred in a business combination equals the market-based measure of the acquiree awards multiplied by the ratio of the portion of the vesting period completed to the greater of the total vesting period or the original vesting period of the acquiree award. The excess of the market-based measure of the replacement awards over the market-based measure of the acquiree

awards included in measuring the consideration transferred is recognised as remuneration cost for post-combination service.

However, when the acquiree awards expire as a consequence of a business combination and the Company replaces those awards when it does not have an obligation to do so, the replacement awards are measured at their market-based measure in accordance with Ind AS 102. All of the market-based measure of the replacement awards is recognised as remuneration cost for post-combination service.

3.8 Income tax

Income tax expense represents the sum of current tax and deferred tax. The Company has determined that interest and penalties related to income taxes, including uncertain tax treatments, do not meet the definition of income taxes, and therefore accounted for them under Ind AS 37 Provisions, Contingent Liabilities and Contingent Assets.

3.8.1 Current tax

Current tax is calculated based on taxable profit for the year. Taxable profit differs from 'profit before tax' as reported in the standalone statement of profit and loss because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible. The Company's current tax is calculated using tax rates that have been enacted or substantively enacted by the end of the reporting period.

Current tax assets and liabilities are offset only if there is a legally enforceable right to set off the recognised amounts, and it is intended to realise the asset and settle the liability on a net basis or simultaneously.

3.8.2 Deferred tax

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit. Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are generally recognised for all deductible temporary differences to the extent that it is probable that taxable profits will be available against which those deductible temporary differences can be utilised. Such deferred tax assets and liabilities are not recognised if the temporary difference

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

arises from the initial recognition (other than in a business combination) of assets and liabilities in a transaction that affects neither the taxable profit nor the accounting profit. In addition, deferred tax liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill.

The carrying amount of deferred tax assets is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax liabilities and assets are measured at the tax rates that are expected to apply in the period in which the liability is settled or the asset realised, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, which is likely to give future economic benefits in the form of availability of set-off against future tax liability. Accordingly, MAT is recognised as deferred tax asset in the Balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Current and deferred tax are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profits, adjusted for reversals of existing temporary differences, are considered.

3.9 Property, plant and equipment

Property, plant and equipment held for use in the production or supply of goods or services, or for administrative purposes, are stated in the balance sheet at cost less accumulated depreciation and accumulated impairment losses, if any.

Properties in the course of construction for production, supply or administrative purposes are carried at cost, less any recognised impairment loss. Cost includes professional fees and, for qualifying assets, borrowing costs capitalised in accordance with the Company's accounting policy. Such properties are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the expenditure will flow to the Company. Depreciation of these assets, on the same basis as other property assets, commences when the assets are ready for their intended use.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

The non refundable payments made with respect to Land taken on lease (where there is an option to purchase the same at the end of the lease period) is classified under Property, plant and Equipment as "Lease hold Land".

Depreciation is recognised so as to write off the cost of assets (other than freehold land and properties under construction) less their residual values over their useful lives, using the straight-line method. The estimated useful lives, residual values and depreciation method are reviewed at the end of each reporting period, with the effect of any changes in estimate accounted for on a prospective basis.

Depreciation on property, plant and equipment has been provided on the straight-line method as per the useful life prescribed in Schedule II to the Companies Act, 2013 except in respect of the following categories of assets, in whose case the life of the assets has been assessed to be different and are as under based on technical advice, taking into account the nature of the asset, the estimated usage of the asset, the operating conditions of the asset, past history of replacement, anticipated technological changes, manufacturers warranties and maintenance support, etc.:

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

Plant and equipments : 3 to 20 years
Factory buildings : 5 to 30 years

Freehold land is not depreciated.

Asset held under finance leases are depreciated as per Ind AS 116.

Individual assets costing less than ₹ 5,000 are depreciated in full in the year of purchase.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset and is recognised in statement of profit and loss.

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

If significant parts of an item of property, plant and equipment have different useful lives, then they are accounted for as separate items (major components) of property, plant and equipment.

Asset held for sale

The Company categorises Non-current assets and liabilities as “held for sale”, when there is a proposal/ intention to sell an asset or group of assets in its present condition.

The assets held for sale are carried at cost or fair value less costs related to disposal, whichever is lower and are not subject to depreciation.

3.10 Investment property

Properties that is held for long-term rentals or for capital appreciation or both, and that is not occupied by the Company, is classified as investment property. Investment property is measured initially at its cost, including related transaction costs and where applicable borrowing costs. Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Company and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of the investment property is replaced, the carrying amount of the replaced part is derecognised.

Investment property are depreciated using the straight line method over their estimated useful lives. Investment properties generally have a useful life of 25-60 years. The useful life has been determined based on technical evaluation performed by the management's expert.

Investment properties are derecognised on disposal or when the investment properties are permanently withdrawn from use and no future economic benefits are expected from its disposal. The gains or losses from the disposal of investment properties are determined as difference between the carrying amount of the investment properties and the net disposal proceeds and are recognised in profit or loss in the period in which it is disposed.

Transfers to (or from) investment property are made only when there is a change in use. Transfers between investment property, owner-occupied property do not change the carrying amount of the property transferred and they do not change the cost of that property for measurement or disclosure purposes.

3.11 Intangible assets

3.11.1 Intangible assets acquired separately

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses, if any. Intangible assets with indefinite useful lives are not amortized and tested for impairment annually.

3.11.2 Internally-generated intangible assets - research and development expenditure

Expenditure on research activities is recognised as an expense in the period in which it is incurred.

An internally-generated intangible asset arising from development (or from the development phase of an internal project) is recognised if, and only if, all of the following have been demonstrated:

- the technical feasibility of completing the intangible asset so that it will be available for use or sale;

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

- the intention to complete the intangible asset and use or sell it;
- the ability to use or sell the intangible asset;
- how the intangible asset will generate probable future economic benefits;
- the availability of adequate technical, financial and other resources to complete the development and to use or sell the intangible asset; and
- the ability to measure reliably the expenditure attributable to the intangible asset during its development.

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in statement of profit and loss in the period in which it is incurred.

Subsequent to initial recognition, internally-generated intangible assets are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.11.3 Intangible assets acquired in a business combination

Intangible assets acquired in a business combination and recognised separately from goodwill are initially recognised at their fair value at the acquisition date (which is regarded as their cost).

Subsequent to initial recognition, intangible assets acquired in a business combination are reported at cost less accumulated amortisation and accumulated impairment losses, on the same basis as intangible assets that are acquired separately.

3.11.4 Derecognition of intangible assets

An intangible asset is derecognised on disposal, or when no future economic benefits are expected from use or disposal. Gains or losses arising from derecognition of an intangible asset, measured as the difference between the net disposal proceeds and the carrying amount of the asset, are recognised in statement of profit and loss when the asset is derecognised.

3.11.5 Useful lives of intangible assets

Intangible assets are amortised over their estimated useful life on straight line method as follows:

Registration and Brands	: 10 years to 25 years
Software Licenses	: 5 years

3.12 Impairment of assets

3.12.1 Impairment of financial assets:

The Company assesses at each date of balance sheet, whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. The Company recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. For all other financial assets, expected credit losses are measured at an amount equal to the twelve-month expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly, since initial recognition.

3.12.2 Impairment of investment in subsidiaries and associates

The Company reviews its carrying value of investments in subsidiaries and associates at cost, annually, or more frequently when there is an indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for.

3.12.3 Impairment of non-financial assets

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). For 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 CGUs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

Intangible assets with indefinite useful lives and intangible assets not yet available for use are tested for impairment at least annually, and whenever there is an indication that the asset may be impaired.

Recoverable amount is the higher of fair value less costs of disposal and value in use. 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 for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of profit and loss.

When an impairment loss subsequently reverses, the carrying amount of the asset (or a cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in statement of profit and loss.

During the transition from previous GAAP to Ind AS, the carrying value of the previous GAAP as on the date of transition is considered as the deemed cost under Ind AS.

3.13 Inventories

Inventories are valued at the lower of cost and the net realisable value after providing for obsolescence and other losses, where considered necessary. Cost includes all charges in bringing the goods to the point of sale, including octroi and other levies, transit insurance and receiving charges. Cost is determined as follows:

Raw materials, packing materials and stores and spares: weighted average basis.

Work-in progress: at material cost and an appropriate share of production overheads.

Finished goods: material cost and an appropriate share of production overheads and excise duty, wherever applicable.

Stock-in trade: weighted average basis.

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.

3.14 Provisions (Other than employee benefits)

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that the Company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. When a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows (when the effect of the time value of money is material).

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

3.14.1 Onerous contracts

Present obligations arising under onerous contracts are recognised and measured as provisions. An onerous contract is considered to exist where the Company has a contract under which the unavoidable costs of meeting the obligations under the contract exceed the economic benefits expected to be received from the contract. Before a provision is recognised company will recognise an impairment loss on the assets associated with that contract.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

3.14.2 Contingent liabilities

Contingent liability is a possible obligation arising from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity or a present obligation that arises from past events but is not recognized because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. The Company does not recognize a contingent liability but discloses its existence in the consolidated financial statements.

3.15 Financial instruments

3.15.1 Investment in subsidiaries, associates and Joint Ventures

The Company has accounted for its investments in subsidiaries and associates joint ventures at cost less impairment.

3.15.2 Other financial assets and financial liabilities

Other financial assets and financial liabilities are recognised when Company becomes a party to the contractual provisions of the instruments.

Initial recognition and measurement:

A financial asset (unless it is a trade receivable without a significant financing component) is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price. Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in statement of profit and loss. However, trade receivables that do not contain a significant financing component are measured at transaction price.

Subsequent measurement:

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and contractual terms of financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless it measured at amortised cost or fair value through other comprehensive income on initial recognition. The transaction cost directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in the statement of profit and loss.

Financial liabilities

Financial liabilities are measured at amortised cost using effective interest rate method. For trade and other payables maturing within one year from the balance sheet date, the carrying amounts approximate fair value due to the short maturity of these instruments.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the balance sheet when, and only when, the Company currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

Derecognition

Financial assets

The Company derecognises a financial asset when:

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

- the contractual rights to the cash flows from the financial asset expire; or

- it transfers the rights to receive the contractual cash flows in a transaction in which either:

- substantially all of the risks and rewards of ownership of the financial asset are transferred; or
- the Company neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Company enters into transactions whereby it transfers assets recognised on its balance sheet but retains either all or substantially all of the risks and rewards of the transferred assets. In these cases, the transferred assets are not derecognised.

Financial liabilities

The Company derecognises a financial liability when its contractual obligations are discharged or cancelled or expire. The Company also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value. On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in profit or loss.

3.15.3 Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the Company after deducting all of its liabilities. Equity instruments recognised by the Company are recognised at the proceeds received net off direct issue cost.

3.15.4 Financial guarantee contracts

At the inception of a financial guarantee contract, a liability is recognised initially at fair value and then subsequently at the higher of the estimated loss and amount initially recognised less, when appropriate, the cumulative amount of income recognised, the changes in subsequent measurement being recognised in the statement of profit and loss. Where a guarantee is issued for a consideration, a financial asset of an amount equal to the liability is initially recognised at amortised cost. Where a guarantee is issued for

no consideration, the fair value is recognised as additional investment in the entity to which the guarantee relates.

3.15.5 Derivative financial instruments and hedge accounting

The Company uses various derivative financial instruments such as interest rate swaps, currency swaps and forward contracts to mitigate the risk of changes in interest rates and foreign exchange rates. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are also subsequently measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to the Statement of Profit and Loss, except for the effective portion of cash flow hedges which is recognised in Other Comprehensive Income and later to the Statement of Profit and Loss when the hedged item affects profit or loss or treated as basis adjustment if a hedged forecast transaction subsequently results in the recognition of a non-financial assets or non-financial liability.

Hedges that meet the criteria for hedge accounting are accounted for as follows:

Cash flow hedge

The Company designates derivative contracts or non derivative financial assets / liabilities as hedging instruments to mitigate the risk of movement in interest rates and foreign exchange rates for foreign exchange exposure on future cash flows attributable to a recognised asset or liability or highly probable forecast cash transactions. When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognized in the cash flow hedging reserve being part of other comprehensive income. Any ineffective portion of changes in the fair value of the derivative is recognized immediately in the Statement of Profit and Loss. If the hedging relationship no longer meets the criteria for hedge accounting, then hedge accounting is discontinued prospectively. If the hedging instrument expires or is sold, terminated or exercised, the cumulative gain or loss on the hedging instrument recognized in cash flow hedging reserve till the period the

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

hedge was effective remains in cash flow hedging reserve until the underlying transaction occurs. The cumulative gain or loss previously recognized in the cash flow hedging reserve is transferred to the Statement of Profit and Loss upon the occurrence of the underlying transaction. If the forecasted transaction is no longer expected to occur, then the amount accumulated in cash flow hedging reserve is reclassified in the Statement of Profit and Loss.

3.16 Exceptional items

When an item of income or expense within profit or loss from ordinary activity is of such size, nature or incidence that their disclosure is relevant to explain the performance of the Company for the year, the nature and amount of such items is disclosed as exceptional items.

3.17 Cash and cash equivalents

Cash and cash equivalents consist of cash at banks and on hand and short-term deposits with an original maturity of three months or less, highly liquid investments that are readily convertible into known amounts of cash and which are subject to insignificant risk of changes in value. Bank overdrafts that are repayable on demand and form an integral part of our cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

3.18 Earnings per share

Basic Earnings Per Share ('EPS') is computed by dividing the net profit(or loss) attributable to the equity shareholders by the weighted average number of equity shares outstanding during the year. Diluted earnings per share is computed by dividing the adjusted profit(or loss) by the weighted average number of equity shares considered for deriving basic earnings per share and also the weighted average number of equity shares that could have been issued upon conversion of all dilutive potential equity shares. Dilutive potential equity shares are deemed converted as of the beginning of the year, unless issued at a later date. In computing diluted earnings per share, only potential equity shares that are dilutive and that either reduces earnings per share or increases loss per share are included. The number of shares

and potentially dilutive equity shares are adjusted retrospectively for all periods presented in case of share splits.

3.19 Dermerger of CDMO and Softgelatin business

Softgel Business division of Strides Pharma Science Limited has been carved out on the basis of the following judgement:

- Property, Plant and Equipment (PPE) situated at Softgel block in KRS Gardens, Bangalore including respective depreciation and capital work in progress
- Registration and brands consisting of Intellectual property rights for distribution and marketing of softgelatin products including intangibles under developments and awaiting approvals
- Capital Creditors and Advances directly relating to the above PPE and intangibles have been identified and carved out.
- Employees directly and exclusively involved in the manufacture of Softgelatin products and employee directly attributable/ involved in distribution of softgel products also form part of the Softgel Division. The employees are in the rolls of Strides Pharma Science Limited (SPSL). As SPSL is administratively managing the softgel business, the corresponding cost of these employees are disclosed as employee benefit expenses. The related employee liabilities and advances have also been carved out with respect to the employees.
- Inventories situated in KRS Gardens relating to Softgelatin products consisting of Finished goods, Semi finished Goods, Raw materials and packing materials directly attributable or related to manufacture of Soft Gelatin product.
- Trade Receivables relating to Softgel products directly identified and carved out.
- Borrowings from Banks and financial institutions which were identified, assigned to Softgel business under appropriate mechanism with the confirmation from the lenders. The balance towards letter of credits for Softgel Division have been identified at specific invoice levels.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

- h. Trade Payables which are directly relating to Softgel business were identified and carved out.
- i. Revenues of the Softgel business were directly identified and carved out with the corresponding cost of materials consumed based on the underlying softgel products' description.
- j. Other Expenses which were directly identifiable to Softgel business have been carved out and common costs are allocated to Softgel business using reasonable and appropriate basis.

Directly Attributable: Balances and transactions representing assets, liabilities, incomes and expenditures that are identifiable and attributable to Softgel Business division of Strides Pharma Science Limited as specified in items (a) to (f), (h) and (i) above are carved out.

Allocable balances or transactions: Balances and transactions other than that are directly attributable are allocated based on appropriate method as specified in items (g) and (j) above.

3.20 Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standards or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. During the year ended March 31, 2025, MCA has notified Ind AS 117 - Insurance Contracts and amendments to Ind As 116 – Leases, relating to sale and lease back transactions, applicable from April 1, 2024. The Company has assessed that there is no significant impact on its financial statements.

On May 9, 2025, MCA notifies the amendments to Ind AS 21 - Effects of Changes in Foreign Exchange Rates. These amendments aim to provide clearer guidance on assessing currency exchangeability and estimating exchange rates when currencies are not readily exchangeable. The amendments are effective for annual periods beginning on or after April 1, 2025. The Company is currently assessing the probable impact of these amendments on its financial statements.

Notes forming part of the standalone financial statements

for the year ended March 31, 2025

4(i). Property, plant and equipment

Particulars	Gross block			Accumulated depreciation			Net block
	As at 01-Apr-24	Addition due to merger (refer note 37)	Disposal on account of Demerger (refer note 38)	As at 31-Mar-25	As at 01-Apr-24	Addition due to merger (refer note 37)	
Tangible assets:							
Land:							
- Freehold	965.54	-	-	965.54	-	-	- 965.54
	848.10	117.44	-	965.54	-	-	- 965.54
- Leasehold (refer note (iii) below)	48.13	-	-	48.13	-	-	- 48.13
	48.13	-	-	48.13	-	-	- 48.13
Buildings	1,707.61	-	-	1,846.56	662.55	0.82	739.05
	1,486.40	213.28	7.93	1,707.61	539.72	44.74	662.55
Plant and equipments	7,058.46	-	792.23	7,244.42	3,970.85	2.00	3,912.05
	6,246.20	627.00	-	7,058.46	3,321.31	168.02	3,970.85
Furniture and fixtures	212.26	-	1.61	234.01	145.38	-	155.07
	171.25	26.89	-	212.26	115.14	14.30	145.38
Vehicles	29.88	-	-	43.47	15.70	-	18.21
	25.80	1.21	-	29.88	17.86	1.12	15.70
Office equipments	923.32	-	14.70	991.63	765.93	-	827.93
	782.20	76.25	-	923.32	625.98	50.89	765.93
Total	10,945.20	-	808.54	11,373.76	5,560.41	2.82	5,652.31
Previous year (Restated)	9,608.08	1,062.07	-	10,945.20	4,620.01	279.07	5,560.41

Notes:

- Figures in italics relate to previous year.
- The above assets other than to the extent mentioned in note (iii) below are owned by the Company.
- In 2008, the Company had entered into a lease cum sale agreement with Karnataka Industrial Area Development Board ('KIADB') for purchase of land under a lease cum sale agreement. The Company is in the process of transferring the said land in its name.
- Addition during the year includes capital expenditure towards research and development of ₹ 21.29 Million (as at March 31, 2024: ₹11.50 Million).
- Properties, plant and equipment are pledged as security towards term loan (first pari passu charge) and working capital borrowings (second pari passu charge) by the Company.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

5. Leases (contd)

(iii) Amounts recognised in the statement of profit or loss

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Depreciation charge on right-of-use asset		
Buildings	123.97	122.40
	123.97	122.40
Interest expense (Included in finance cost)	55.37	65.73
Short term lease expenses, not included in lease payments	34.47	61.83

(iv) Total cash outflow

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Buildings	171.38	159.59
	171.38	159.59

6. Investment property

₹ In Million

Particulars	Gross block				Accumulated Depreciation				Net block
	As at 01-Apr-24	Additions	Disposals	As at 31-Mar-25	As at 01-Apr-24	Depreciation for the year	Disposals	As at 31-Mar-25	As at 31-Mar-25
Land	31.31			31.31	-			-	31.31
	31.31	-	-	31.31	-	-	-	-	31.31
Building	103.68	-	1.29	102.39	18.88	6.46	0.78	24.56	77.83
	103.68	-	-	103.68	12.38	6.50	-	18.88	84.80
Total	134.99	-	1.29	133.70	18.88	6.46	0.78	24.56	109.14
Previous year (Restated)	134.99	-	-	134.99	12.38	6.50	-	18.88	116.11

Notes:

(i) Figures in italics relate to previous year.

(ii) Details of assets given under an operating lease

₹ In Million

Particulars	Gross block		Net block	
	31-Mar-25	31-Mar-24 (Restated)	31-Mar-25	31-Mar-24 (Restated)
Freehold Land	31.31	31.31	31.31	31.31
Buildings	102.39	103.68	77.83	84.80
Total	133.70	134.99	109.14	116.11

(iii) Fair value of investment properties

The fair value of the Company's investment properties as at March 31, 2025 has been arrived at ₹ 973.50 Million (as at March 31, 2024 : ₹ 910.90 Million) on the basis of an agreement to sale has been entered with third party customer. The Company has obtained relevant NOC for sale of the same and is expected to be completed in the financial year 2026.

(iv) Investment properties are pledged as security towards term loan (first pari passu charge) and working capital borrowings (second pari passu charge) by the Company. (refer note 20)

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

6. Investment property (contd)

(v) Amounts recognised in profit or loss for investment properties.

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Rental income	17.46	16.80
Depreciation	(6.46)	(6.50)
Profit from investment properties	11.00	10.30

7(i). Goodwill

₹ In Million					
	As at April 1, 2024	Adjustment pursuant to the scheme of merger (refer note 37)	Derecognised on disposal	Impairment loss recognised in the year	As at March 31, 2025
Goodwill	1,155.77	-	-	-	1,155.77
	-	1,155.77	-	-	1,155.77
Total	1,155.77	-	-	-	1,155.77
Previous year (Restated)	1,155.77		-	-	1,155.77

Notes:

(i) Figures in italics relate to previous year.

(ii) Allocation of goodwill to cash generating unit:

Goodwill has been allocated for impairment testing purposes to the following cash-generating unit:

- United States of America (USA)

The carrying amount of goodwill is allocated to cash-generating unit as follows:

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
United States of America (USA)	1,155.77	1,155.77
Total	1,155.77	1,155.77

The recoverable amount of the above cash generating unit have been determined based on 'value in use' model, where in the value of cash generating unit is determined as a sum of the net present value of the projected pre tax cash flows for a period of 5.25 years and terminal value. The terminal value of each cash generating unit is arrived at by extrapolating cash flows of latest forecasted year to perpetuity using a constant long term growth rate. Key assumptions used for determining the said value in use of each cash generating unit is as follows:

Key Assumptions	USA
Discount Rate	11.04% - 11.35%
Growth Rate (used for determining Terminal Value)	2%- 5%
Operational Cashflows	5%- 15%

The discount rates used are based on weighted average cost of capital.

The growth rates of the above cash generating unit have been considered based on the market conditions prevalent in the country that would fall in respective cash generating unit.

The management believes that the projections used by the management for determining the "value in use" of cash generating unit reflect past experience and external sources of information and any reasonably possible change in the key assumptions on which recoverable amount is based would not cause the aggregate carrying amount to exceed the aggregate recoverable amount of the cash generating unit.

Notes forming part of the standalone financial statements

for the year ended March 31, 2025

7(ii). Other intangible assets

		Gross block				Accumulated amortisation			Net block	
Particulars	As at 01-Apr-24	Addition due to merger (refer note 37)	Disposal on account of Demerger (refer note 38)	Disposals	As at 31-Mar-25	As at 01-Apr-24	Addition due to merger (refer note 37)	Amortisation for the year	Eliminated on account of Demerger (Refer note 38)	As at 31-Mar-25
- Internally generated:										
- Registrations and brands*	599.94	-	97.16	78.25	102.87	515.98	-	31.78	34.34	266.65
	478.53	-	146.84	-	25.43	599.94	-	27.45	-	307.30
- Software and licenses	932.33	-	61.75	0.75	-	993.33	-	46.77	0.16	902.44
	914.67	7.47	10.73	-	0.54	932.33	3.99	50.74	-	855.83
Total	1,532.27	-	158.91	79.00	102.87	1,509.31	-	78.55	34.50	1,169.09
Previous year (Restated)	1,393.20	7.47	157.57	-	25.97	1,532.27	3.99	78.19	-	1,163.13
										369.14

*Additions represents product development expenditure capitalised during the year

Notes:

(i) Figures in italics relate to previous year.

7(iii). Intangible assets under development

(a) Movement in Intangible assets under development

		As at April 1, 2024				Eliminated on account of Demerger (Refer note 38)		As at March 31, 2025	
		Additions	Transfers/deletions	Eliminated on account of Demerger (Refer note 38)					
Current year		209.36	158.91	14.00				399.37	
Previous year (Restated)		113.90	146.84	-				362.92	

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

7(iii). Intangible assets under development (contd)

(b) Intangible assets under development aging schedule

₹ In Million

Particulars	Amount in CWIP for a period of				Total
	Less than 1 year	1-2 years	2-3 years	Greater than 3 Years	
March 31, 2025					
Projects in progress	147.61	17.58	88.31	145.87	399.37
Projects temporarily suspended	-	-	-	-	-
Total	147.61	17.58	88.31	145.87	399.37
March 31, 2024					
Projects in progress	23.74	142.74	42.80	153.64	362.92
Projects temporarily suspended	-	-	-	-	-
Total (Restated)	23.74	142.74	42.80	153.64	362.92

There are no intangible assets under development, whose completion is overdue or has exceeded its cost compared to its original plan as at March 31, 2025 and March 31, 2024.

8 Investments

Investments consist of the following:

Investments - Non-current

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
(A) Investments in subsidiaries: (Carried at cost)		
Equity shares, unquoted		
- 30,306,148 (As at March 31, 2024: 30,306,148) shares of GBP 1 each fully paid up in Strides Arcolab International Limited, UK	5,322.52	5,322.52
- 438,000 (As at March 31, 2024: 438,000) shares of USD 1 each fully paid up in Strides Pharma International Limited, Cyprus	23.13	23.13
- 142 (As at March 31, 2024: 142) shares of SGD 1 each fully paid up in Strides Pharma Asia Pte Limited, Singapore	11,476.68	11,476.68
- 12,788,136 (As at March 31, 2024: 12,788,136) shares of CHF 1 each fully paid up in SVADS Holdings SA, Switzerland	466.59	466.59
- 352,925 (As at March 31, 2024: 352,925) shares of ₹ 10 each fully paid up in Arcolab Private Limited, India	1,122.79	1,122.79
- NIL (As at March 31, 2024: 85,000) shares of ₹10 each fully paid up in Strides Pharma Services Private Limited (refer note 38)	-	0.50
Total (A)	18,411.71	18,412.21
(B) Investments in associates:		
Equity shares, unquoted (Carried at cost)		
- NIL (As at March 31, 2024: 11,089,320) shares of Re.1 each fully paid up in OneSource Specialty Pharma Limited, India (formerly known as Stelis Biopharma Private Limited) (refer note 38)	-	5,308.55
Total (B)	-	5,308.55

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

8 Investments (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
(C) Investment in others (Carried at amortised cost)*		
Equity shares, unquoted		
- 252,700 (As at March 31, 2024: 252,700) shares of Re.10 each fully paid up in AMP Energy C&I Six Private Limited, India	2.53	2.53
- 3,990,000 (As at March 31, 2024: 3,990,000) shares of Re.10 each fully paid up in AMP Energy C&I Eight Private Limited, India	39.90	39.90
Debentures, unquoted		
- 22,743 (As at March 31, 2024: 22,743) CCD of Re.1000 each in AMP Energy C&I Six Private Limited, India	22.74	22.74
Total (C)	65.17	65.17
Total [A+B+C]	18,476.88	23,785.93
Aggregate amount of unquoted investments	18,476.88	23,785.93
Aggregate amount of impairment in value of investments (OneSource Specialty Pharma Limited)	-	150.00
Non Current Investments	18,476.88	23,635.93

Refer Note 40 for disclosures with respect to section 186(4) of Companies Act, 2013. Refer note 45 for related party transactions.

*This investments are in the nature of security deposits towards the power purchase agreements entered into with these entities. These are refundable at the end of the contract period at par value.

9 Loans - current

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Unsecured, considered good:		
Loans to:		
- Employees	70.50	52.46
- Related parties (Refer note 45)	30.00	-
- Others	-	30.00
Total	100.50	82.46

10 Other financial assets

Other financial assets consist of the following:

(i) Non-current financial assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Security deposits*	189.24	175.34
Fixed deposits with banks	11.28	5.77
Balance held as margin money against long term borrowings with others	84.12	38.54
Derivative asset	25.12	14.68
Total	309.76	234.33

* Includes security deposit given to related parties (Refer note 45)

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

10 Other financial assets (contd)

(ii) Current financial assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Unsecured, considered good:		
Receivables from related parties (Refer note 45)	369.11	375.58
Interest accrued on loans given to:		
- Related parties (Refer note 45)	14.07	-
- Others	-	10.87
Derivative asset	84.02	46.72
Others:		
- Receivable from director (Refer note 45)	-	24.54
- Gratuity claim receivables	29.40	74.08
- Others	-	15.77
Total	496.60	547.56

11. Deferred tax balances

₹ In Million		
Particulars	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Deferred tax assets	1,392.24	1,580.88
Deferred tax liabilities	(389.89)	(391.51)
Deferred tax assets (net)	1,002.35	1,189.37

₹ In Million					
2024-2025	Opening balance (Restated)	Recognised in equity	Recognised in statement of profit and loss	Recognised in other comprehensive income	Closing balance
Deferred tax (liabilities)/assets in relation to:					
Cash flow hedges	(11.20)	-	-	(8.23)	(19.43)
Employee benefits	273.32	-	34.97	25.12	333.41
Merger related expenses	19.05	-	1.77	-	20.82
Leases	38.40	-	2.47	-	40.87
Allowance for credit loss	86.11	-	(36.32)	-	49.79
Property, plant and equipment and Intangible assets	(380.31)	-	9.85	-	(370.46)
MSME Payables	-	-	84.55	-	84.55
Others	45.77	-	(4.02)	-	41.75
Tax losses	282.53	-	(282.53)	-	-
MAT Credit entitlement	835.70	-	(14.65)	-	821.05
Total	1,189.37	-	(203.91)	16.89	1,002.35

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

11. Deferred tax balances (contd)

₹ In Million						
2023-2024	Opening balance	Addition due to merger (refer note 37)	Recognised in equity	Recognised in statement of profit and loss*	Recognised in other comprehensive income	Closing balance (Restated)
Deferred tax (liabilities)/assets in relation to:						
Cash flow hedges	6.65	-	-	-	(17.85)	(11.20)
Employee benefits	185.57	11.65	-	56.44	19.66	273.32
Merger related expenses	0.60	-	-	18.45	-	19.05
Leases	28.43	-	-	9.97	-	38.40
Allowance for credit loss	96.59	-	-	(10.48)	-	86.11
Property, plant and equipment and Intangible assets	(382.36)	(58.50)	-	60.55	-	(380.31)
Others	(1.75)	4.44	-	43.08	-	45.77
Tax losses	78.75	235.92	-	(32.14)	-	282.53
MAT Credit entitlement	939.90	2.99	-	(107.19)	-	835.70
Total	952.38	196.50	-	38.68	1.81	1,189.37

* Including deferred tax for discontinued operations (refer note 33)

Under the Indian Income Tax Act, 1961, the Company is liable to pay Minimum Alternate Tax (MAT). MAT paid can be carried forward for a certain period and can be set off against the future tax liabilities. MAT is recognised as deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefits associated with the asset will be realised.

12 Other tax assets (net)

The income tax assets consists of the following:

Non-current income tax assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Advance income tax (net of provisions)	124.98	1,013.75
Income tax paid under protest	59.98	63.07
Total	184.96	1,076.82

13 Other assets

Other assets (unsecured) consist of the following:

(i) Other non-current assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Considered good:		
- Capital advances	100.24	172.47
- Prepaid expenses	19.71	16.18
Balances with Government authorities:		
- Indirect taxes paid under protest	34.40	34.92
Total	154.35	223.57

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

13 Other assets (contd)

(ii) Other current assets

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Considered good:		
Advances to suppliers	257.35	306.95
Advances to employees	5.59	3.73
Prepaid expenses	217.65	298.73
Incentives receivables	401.72	368.00
Interest on tax refunds	-	50.84
Balances with Government authorities	824.19	671.49
Total	1,706.50	1,699.74

14 Inventories*

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Raw materials (including goods in transit)	2,798.79	3,688.27
Work-in-progress	407.87	343.05
Finished goods (including goods in transit)	718.25	614.08
Stores and spares	392.22	335.26
Total	4,317.13	4,980.66

* Refer note 3.13 for mode of valuation of inventories.

* Inventories are pledged (first pari-passu charge) as security towards working capital loans.

15 Trade receivables

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Unsecured		
Considered good *	14,710.43	15,935.41
Credit impaired	-	-
	14,710.43	15,935.41
Less: Loss allowance on trade receivables (Refer note 48.5)	(181.12)	(285.06)
Net trade receivables	14,529.31	15,650.35

*Includes receivables from related parties (Refer note 45)

The Company has availed bill discounting facilities from the banks which do not meet the derecognition criteria for transfer of contractual rights to receive cash flows from the respective trade receivables since they are with recourse to the Company. Accordingly as at March 31, 2025, trade receivables balances include NIL (As at March 31, 2024: ₹ 695.90 Million) and the corresponding financial liability to the banks is included as part of working capital loan under short- term borrowings.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

15 Trade receivables (contd)

Trade receivables ageing as at March 31, 2025

₹ In Million

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	
Undisputed trade receivables							
-Considered good	9,612.28	1,893.90	1,191.98	1,178.59	103.94	729.74	14,710.43
-Significant increase in credit risk	-	-	-	-	-	-	-
-Credit impaired	-	-	-	-	-	-	-
Less: Loss allowance on trade receivables	-	-	-	-	-	-	(181.12)
Disputed trade receivables							
-Considered good	-	-	-	-	-	-	-
-Significant increase in credit risk	-	-	-	-	-	-	-
-Credit impaired	-	-	-	-	-	-	-
	9,612.28	1,893.90	1,191.98	1,178.59	103.94	729.74	14,529.31

Trade receivables ageing as at March 31, 2024 (Restated)

₹ In Million

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	
Undisputed trade receivables							
-Considered good	9,131.31	3,840.21	915.59	1,074.89	831.94	141.47	15,935.41
- Significant increase in credit risk	-	-	-	-	-	-	-
-Credit impaired	-	-	-	-	-	-	-
Less: Loss allowance on trade receivables	-	-	-	-	-	-	(285.06)
Disputed trade receivables							
-Considered good	-	-	-	-	-	-	-
- Significant increase in credit risk	-	-	-	-	-	-	-
-Credit impaired	-	-	-	-	-	-	-
	9,131.31	3,840.21	915.59	1,074.89	831.94	141.47	15,650.35

Information about Company's exposure to credit and market risk and impairment losses for trade receivables is included in note 48

16 Cash and cash equivalents

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Cash on hand	1.38	1.36
Balances with banks:		
- In current accounts	12.33	50.07
- In deposit accounts (Original maturity less than 3 months)	-	709.25
- Funds-in-transit	49.57	166.83
Total	63.28	927.51

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

17 Other balances with banks

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
- In deposit accounts (fixed deposits maturing within 12 months from balance sheet date)	165.60	156.66
In earmarked accounts:		
- Unpaid dividend accounts	6.95	8.17
- Group gratuity accounts	25.27	17.66
- Balance held as margin money against working capital facilities with banks	43.89	40.98
Total	241.71	223.47

18 Equity share capital

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Authorised (refer note 37.1)		
2,183,700,000 equity shares of ₹ 10/- each with voting rights	2,183.70	2,183.70
(March 31, 2024: 2,183,700,000 Equity shares of ₹ 10/- each)		
	2,183.70	2,183.70
Issued, subscribed and fully paid-up		
92,162,714 equity shares of ₹10/- each with voting rights	921.63	919.00
(March 31, 2024: 91,899,714 equity shares of ₹ 10/- each)		
Total	921.63	919.00

(i) Reconciliation of number of shares and amount outstanding

Particulars	31-Mar-25		31-Mar-24 (Restated)	
	No. of shares	₹ In Million	No. of shares	₹ In Million
Equity share capital				
Equity share of ₹ 10/- each				
Balance at the beginning of the year	91,899,714	919.00	90,302,704	903.03
Changes in equity share capital during the year				
- Shares issued pursuant to exercise of stock options (Refer note 43(a))	263,000	2.63	49,500	0.49
- Shares issued pursuant to conversion of share warrants (Refer note 19(j))	-	-	1,547,510	15.48
Balance at the end of the year	92,162,714	921.63	91,899,714	919.00

(ii) Detail of the rights, preferences and restrictions attaching to each class of shares outstanding equity shares of ₹ 10/- each:

The Company has only one class of equity shares, having a par value of ₹10/-. The holder of equity shares is entitled to one vote per share. The Company declares and pays dividends in Indian rupees. The dividend proposed by the board of directors is subject to approval by the shareholders at the ensuing annual general meeting. In the event of liquidation of the Company, the holders of the equity shares will be entitled to receive any of the remaining assets of the Company, after distribution to all preferential amounts. The distribution will be in proportion to number of equity shares held by the shareholders.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

18 Equity share capital (contd)

(iii) Details of equity shares held by each shareholder holding more than 5% of equity shares:

Particulars	31-Mar-25		31-Mar-24 (Restated)	
	No. of shares	%	No. of shares	%
Pronomz Ventures LLP	18,046,585	19.58%	15,789,564	17.18%
Quant Mutual Fund - Quant Active Fund	4,977,936	5.40%	4,977,936	5.42%
Route One Offshore Master Fund, L.P.	4,653,310	5.05%	4,653,310	5.06%
Aditya Birla Sun Life Trustee Private Limited A/C Aditya Birla Sun Life Pharma & Healthcare Fund	598,461	0.65%	4,618,885	5.03%

(iv) Details of equity shares of ₹ 10/- each reserved for issuance:

Particulars	No. of shares	No. of shares
	31-Mar-25	31-Mar-24 (Restated)
Towards employee stock options under the various Strides stock option plans (Refer note 43(a))	2,336,950	2,360,950
Total		

(v) Buy back of shares, issue of bonus shares and shares allotted as fully paid up pursuant to contract(s) without payment being received in cash.

There have been no buy back of shares, issue of shares by way of bonus shares or issue of shares pursuant to contract without payment being received in cash for the period of five years immediately preceding the Balance sheet date.

(vi) Details of equity shares held by promoters

Shareholding of promoters at the end of the year:

S. No	Promoter Name	31-Mar-25			31-Mar-24 (Restated)		
		No. of Shares	% of total shares	% change during the year	No. of Shares	% of total shares	% change during the year
Promoters							
1	Arun Kumar Pillai	2,060,687	2.24%	6.17%	1,940,997	2.11%	25.96%
2	K R Ravishankar	1,255,593	1.36%	0.00%	1,255,593	1.37%	0.00%
3	Pronomz Ventures LLP	18,046,585	19.58%	14.29%	15,789,564	17.18%	(6.71%)
Promoters Group							
4	Hemalatha Pillai	66,760	0.07%	0.00%	66,760	0.07%	0.00%
5	Anuradha K R	5,470	0.01%	0.00%	5,470	0.01%	0.00%
6	Aditya Arun Kumar	58,422	0.06%	0.00%	58,422	0.06%	0.00%
7	K R Lakshmi	130,482	0.14%	0.09%	130,365	0.14%	0.00%
8	Padmakumar Karunakaran Pillai	186,485	0.20%	0.00%	186,485	0.20%	0.00%
9	Rajitha Gopalakrishnan	60,000	0.07%	0.00%	60,000	0.07%	0.00%
10	Sajitha Pillai	95,000	0.10%	0.00%	95,000	0.10%	0.00%
11	Vineetha Mohanakumar Pillai	190,000	0.21%	0.00%	190,000	0.21%	0.00%
Body Corporates							
12	Ambemata Securities	240,860	0.26%	0.00%	240,860	0.26%	(49.99%)
13	Shasun Enterprises LLP (Formerly, Devendra Estates LLP)	156,451	0.17%	(33.98%)	236,977	0.26%	(71.24%)
14	Araganya Private Trust (Trustee: Barclays Wealth Trustees (I) Pvt Ltd)	300,000	0.33%	0.00%	300,000	0.33%	0.00%
15	Karuna Business Solutions LLP	3,225,050	3.50%	0.00%	3,225,050	3.51%	163.26%

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

19 Other equity

Particulars	Note	31-Mar-25	31-Mar-24 (Restated)
(A) Share application money pending allotment			
i) Equity share application money pending allotment	19 (A)(i)	-	1.20
(B) Reserves and surplus			
i) Capital reserve	19 (B) (i)	140.20	140.20
ii) Securities premium account			
Securities premium	19 (B) (ii) (a)	15,094.50	18,750.37
Reserve for business restructure (BRR)	19 (B) (ii) (b)	3,846.38	3,846.38
iii) Capital redemption reserve	19 (B) (iii)	601.61	601.61
iv) Share options outstanding account	19 (B) (iv)	5.13	29.71
v) General reserve	19 (B) (v)	3,907.21	3,907.07
vi) Retained earnings	19 (B) (vi)	7,555.50	7,193.84
(C) Items of other comprehensive income			
i) Effective portion of cash flow hedge	19 (C) (i)	36.16	20.85
ii) Remeasurement of the defined benefit liabilities / (assets)	19 (C) (ii)	(180.97)	(134.19)
(D) Money received against share warrants	19 (D)	-	-
Total		31,005.72	34,357.04

Particulars	31-Mar-25	31-Mar-24 (Restated)
(A) Share application money pending allotment		
(i) Equity share application money pending allotment		
Opening balance	1.20	-
Add: Received during the year	(1.20)	1.20
Less: Shares allotted during the year	-	-
Total share application money (A)	-	1.20
(B) Reserves and surplus		
(i) Capital reserve		
Opening balance	140.20	200.79
Add: Adjustment pursuant to the scheme of merger (refer note 37)	-	(60.59)
Adjusted opening balance	140.20	140.20
Add: Movement during the year	-	-
Closing balance	140.20	140.20
(ii) Securities premium account		
(a) Securities premium		
Opening balance	18,750.37	17,544.51
Add: Adjustment pursuant to the scheme of merger (refer note 37)	-	517.28
Adjusted opening balance	18,750.37	18,061.79
Less: Adjustment pursuant to the scheme of demerger (refer note 38)	(3,755.99)	-
Add: Premium on shares issued during the year	100.12	20.06
Add: Premium on conversion of share warrants	-	668.52
Closing balance	15,094.50	18,750.37

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

19 Other equity (contd)

Particulars	31-Mar-25	31-Mar-24 (Restated)
(b) Reserve for Business Restructure (BRR)		
Opening balance	3,846.38	3,846.38
Add: Movement during the year	-	-
Closing balance	3,846.38	3,846.38
Total Securities premium	18,940.88	22,596.75
(iii) Capital redemption reserve		
Opening balance	601.61	601.61
Add: Movement during the year	-	-
Closing balance	601.61	601.61
(iv) Share options outstanding account (Refer notes 43(a))		
Opening balance	29.71	23.17
Add: Employee stock compensation expenses (including amounts cross charged to subsidiaries)	16.09	15.86
Less: Transferred to securities premium account on exercise (net)	(40.53)	(8.02)
Less: Transferred to general reserve on stock options lapse	(0.14)	(1.30)
Closing balance	5.13	29.71
(v) General reserve		
Opening balance	3,907.07	3,905.77
Add: Transferred to general reserve on stock options lapse	0.14	1.30
Closing balance	3,907.21	3,907.07
(vi) Retained earnings		
Opening balance	7,193.84	7,455.69
Less: Adjustment pursuant to the scheme of merger (refer note 37)	-	(571.85)
Adjusted opening balance	7,193.84	6,883.84
Add: Profit for the year	28,862.11	445.50
Less: Pursuant to the scheme of demerger (Refer note 38)	(28,270.55)	-
Less: Dividend on equity shares	(229.90)	(135.50)
Closing balance	7,555.50	7,193.84
Total Reserves and surplus (B)	31,150.53	34,469.18
(C) Items of other comprehensive income		
(i) Effective portion of cash flow hedge		
Opening balance	20.85	(12.38)
Add / (less): Movement during the year	23.54	51.08
Add / (less): Tax impact on above	(8.23)	(17.85)
Closing balance	36.16	20.85
(ii) Remeasurement of the defined benefit liabilities / (assets) (Refer note 44)		
Opening balance	(134.19)	(89.06)
Add: Adjustment pursuant to the scheme of merger (refer note 37)	-	(10.62)
Adjusted opening balance	(134.19)	(99.68)
Add / (less): Movement during the year	(71.90)	(53.05)
Add / (less): Tax impact on above	25.12	18.54
Closing balance	(180.97)	(134.19)
Total items of other comprehensive income (C)	(144.81)	(113.34)

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

19 Other equity (contd)

Particulars	31-Mar-25	31-Mar-24 (Restated)
(D) Money received against share warrants		
Opening balance	-	171.00
Add: Received during the year	-	513.00
Less: Transferred to equity share capital on allotment (Refer note 19(j))	-	(15.48)
Less: Transferred to securities premium on allotment (Refer note 19(j))	-	(668.52)
Closing balance	-	-
Total Money received against warrants (D)	-	-
Other equity [(A) + (B) + (C) +(D)]	31,005.72	34,357.04

Nature and purpose of other reserve

(a) Capital reserve

Capital reserve is created on account of FCCB's, Mergers and acquisitions and Demergers. It is utilised in accordance with the provisions of the Companies Act, 2013.

(b) Securities premium

Securities premium is used to record the premium received on issue of shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(c) Reserve for Business Restructure

The Scheme of restructuring approved by the shareholders on April 13, 2009 included a Scheme of Arrangement that envisaged the creation of a Reserve for Business Restructure(BRR) as set out in the Scheme. The Reserve was to be utilized by December 31, 2012 for specified purposes by either the Company or its subsidiaries. The balance of ₹ 3,846.38 Million identified under the Securities Premium Account represents amounts utilized by the subsidiaries of the Company from the Reserve prior to December 31, 2012 and have been earmarked for set off on consolidation.

(d) Capital redemption reserve

Capital redemption reserve is a statutory, non-distributable reserve into which the amounts are transferred following the redemption or purchase of Company's own shares. It is utilised in accordance with the provisions of the Companies Act, 2013.

(e) Share options outstanding account

The fair value of the equity-settled share based payment transactions with employees is recognised in statement of profit and loss with corresponding credit to employee stock options outstanding account. The amount of cost recognised is transferred to share premium on exercise of the related stock options.

(f) General reserve

General reserves are the retained earnings of a Company which are apportioned out of Company's profits. General reserve is a free reserve which can be utilized for any purpose after fulfilling certain conditions in accordance with the provisions of the Companies Act, 2013.

(g) Retained earnings

Retained earnings are the profits that the Company has earned till date, less any transfers to other reserves, dividends or other distributions paid to its equity shareholders.

(h) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses (net of taxes, if any) arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

19 Other equity (contd)

(i) Remeasurement of the defined benefit liabilities / (asset)

The cumulative balances of actuarial gain or loss arising on remeasurements of defined benefit plan is accumulated and recognised with in this component of other comprehensive income. Items included in actuarial gain or loss reserve will not be reclassified subsequently to statement of profit and loss.

(j) Share warrants

Board of Directors of the Company on March 14, 2022 approved the issuance of upto 2,000,000 Equity Warrants at a price of ₹ 442/- per warrant, to Karuna Business Solutions LLP, a promoter group entity, with a right to apply for and get allotted, within a period of 18 (Eighteen) months from the date of allotment of Warrants, 1 (one) Equity Share of face value of ₹ 10/- (Rupee Ten Only) each for each Warrant, for cash. The issue was approved by the shareholders of the Company at the Extra Ordinary General Meeting held on April 7, 2022 and has also received requisite listing approvals. An amount of ₹ 221 million equivalent to 25% of the Warrant Price was paid to the Company at the time of subscription and the balance 75% of the Warrant Price was payable by the Warrant holder against each Warrant at the time of allotment of Equity Shares pursuant to exercise of the options. During the year ended March 31, 2023, on exercise of options by Karuna Business Solutions LLP and on receipt of subscription money of ₹150 million, the Company has converted 452,490 convertible warrants into Ordinary Shares.

During the current year ended March 31, 2024, on exercise of options by Karuna Business Solutions LLP and on receipt of balance subscription money of ₹ 513 million, the Company has fully converted 1,547,510 convertible warrants into Ordinary Shares.

The Company has fully utilised the amounts of ₹ 884 million towards capital resources and operations.

20 Borrowings

Borrowings consist of the following:

(i) Non-current borrowings

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Secured		
- Debentures from others (Refer note (i) below)	-	731.19
- Term loans from banks (Refer note (ii) to (viii) below)	1,273.72	943.63
- Term loans from others (Refer note (ix) below)	-	348.39
Total	1,273.72	2,023.21

Details of security and terms of repayment for the non-current borrowings:

₹ In Million		
Terms of repayment and security	31-Mar-25	31-Mar-24 (Restated)
(i) Debentures		
Non-current		
Series B 750 debentures of ₹1,000,000 each fully paid	-	731.19
Current maturities of debentures		
Series A 500 debentures of ₹1,000,000 each fully paid	-	495.26

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

20 Borrowings (contd)

		₹ In Million	
Terms of repayment and security	31-Mar-25	31-Mar-24 (Restated)	
Terms: Secured, Non-cumulative, Non-convertible, Redeemable debentures Security: First ranking pari passu charge over immovable properties, movable properties, intangible assets, goodwill, current assets of the Company. First ranking exclusive charge over the equity shares of the subsidiary (Strides Alathur Private Limited formerly known as Vivimed Life Sciences Private Limited). First pari passu charge on fixed assets, immovable properties, intangibles, goodwill and second ranking pari passu charge over all current assets of the subsidiary (Strides Alathur Private Limited formerly known as Vivimed Life Sciences Private Limited) Margin money of ₹ 36.14 Mn is lien-marked in favour of debenture trustee. Rate of Interest : 11% to 12.42% p.a. Repayment: Loan has been fully repaid during the year			
(ii) Term loans from banks: Loan 1			
Long-term loan	3.68	5.00	
Current maturities of long-term loan	1.55	1.59	
Security: Hypothecation of assets procured from the term loans. Rate of interest: 7.0% to 8.49% p.a. Repayment terms: 60 equal monthly instalments. The outstanding term as at March 31, 2025 is 8 to 43 instalments.			
(iii) Term loans from banks: Loan 2			
Long-term loan	-	124.38	
Current maturities of long-term loan	125.43	124.80	
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 9.7% to 10.9% p.a. Repayment terms: 48 equal monthly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 12 instalments.			
(iv) Term loans from banks: Loan 3			
Long-term loan	310.25	217.16	
Current maturities of long-term loan	125.00	31.25	
Security: First pari-passu charge on the movable fixed assets of the Company. Second pari-passu charge on the current assets of the Company. Rate of interest: 11.50 % p.a. Repayment terms: 16 equal quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 14 instalments.			
(v) Term loans from banks: Loan 4			
Long-term loan	211.11	543.76	
Current maturities of long-term loan	341.51	655.51	

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

20 Borrowings (contd)

₹ In Million

Terms of repayment and security	31-Mar-25	31-Mar-24 (Restated)
Security: First pari-passu charge on the fixed assets of the Company. Second pari-passu charge on the current assets of the Company Rate of interest: 9.15% p.a. The bank has taken over ₹ 1,046.25 million of loan from other bank and financial institutions. Repayment terms: 17 equal quarterly instalments. The outstanding term as at March 31, 2025 is 13 instalments. Repayment terms: 24 to 38 monthly instalments. The outstanding term as at March 31, 2025 is 22 instalments.		
(vi) Term loans from banks: Loan 5		
Long-term loan	653.50	-
Current maturities of long-term loan	176.00	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company Rate of interest: 9.50% p. a. Repayment terms: 57 monthly instalment with a moratorium of 3 months. The outstanding term as at March 31, 2025 is 57 instalments.		
(vii) Term loans from banks: Loan 6		
Long-term loan	95.18	-
Current maturities of long-term loan	-	-
Security: First pari-passu charge on the fixed assets of the Company excluding properties at CBD Belapur, Navi Mumbai. Second pari-passu charge on the current assets of the Company. Rate of interest: 9.25% p. a. Repayment terms: 16 quarterly instalments after initial moratorium of 12 months. The outstanding term as at March 31, 2025 is 16 instalments.		
(viii) Term loans from banks: Loan 7		
Long-term loan	-	53.33
Current maturities of long-term loan	-	26.67
Security: Second charge on all current assets and fixed assets including intangible assets of the borrowing subsidiary, present and future and guaranteed by National Credit Guarantee Trustee Company Limited Rate of interest: 9.25% Repayment terms: Loan has been repaid in full during the year		
(ix) Term loans from others: Loan 1		
Long-term loan	-	348.39
Current maturities of long-term loan	-	120.00
Security: Pari-passu first charge on the fixed assets of the Company and second pari-passu charge on the current assets of the Company Rate of interest: 10.00% p.a. to 12.40% p.a. Repayment terms: 60 equal monthly instalments. The loan is transferred as part of the scheme of demerger (refer note 38)		
Total	2,043.21	3,478.29

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

20 Borrowings (contd)

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24 (Restated)
Disclosed under non current borrowings	1,273.72	2,023.21
Disclosed under current borrowings:		
-Current maturities of long-term loans	769.49	1,455.08
Total	2,043.21	3,478.29

(ii) Current borrowings

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24 (Restated)
Current maturities of long-term loans	769.49	1,455.08
Secured loans repayable on demand from banks:		
- Working capital loans	8,196.14	11,792.19
Unsecured working capital loans from:		
- Bank	1,323.17	1,026.49
- Others	-	24.12
Total	10,288.80	14,297.88

Note:

- Details of security for the secured loans repayable on demand: Working capital loans are secured by first pari passu charge over current assets of the Company and second pari passu charge on movable and immovable fixed assets of the Company (other than land and building situated at Navi Mumbai).
Rate of interest ranges from 6.28% to 11.70% (Previous year : 6.65% to 10.85%)
- Rate of interest ranges from 7.24% to 9.75% (Previous year : 6% to 10%) for unsecured loans from banks.
- The returns and statements filed by the Company with the banks for its working capital loans, are in line with books of accounts of the Company.
- Information about Company's exposure to interest rate, foreign currency exposure and liquidity risk are included in note 48.

Net debt reconciliation

	₹ In Million	
Particulars	31-Mar-25	31-Mar-24 (Restated)
Non-current borrowings	1,273.72	2,023.21
Current maturities of non-current borrowings	769.49	1,455.08
Current borrowings- working capital loans	9,519.31	12,842.80
Total Debt	11,562.52	16,321.09
Less:		
Cash and cash equivalents	63.28	927.51
Balances in deposit accounts (Refer note 17)	165.60	156.66
Balance held as margin money against working capital facilities with banks	43.89	40.98
Fixed deposit with bank - non current (Refer note 10(i))	11.28	5.77
Balance held as margin money against long term borrowings with others	84.12	38.54
Cash and bank balances	368.17	1,169.46
Current investments (highly liquid)	-	-
Net debt	11,194.35	15,151.63

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

20 Borrowings (contd)

₹ In Million

Reconciliation	Cash and cash equivalents	Balance in deposit accounts (including non current)	Balance held as Margin money (including non current)	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2024 (Restated)	927.51	162.43	79.52	3,478.29	12,842.80	15,151.63
Cash flows	(864.23)	14.45	-	1,172.78	(956.94)	1,065.62
Repayments/ Redemption	-	-	-	(2,174.54)	-	(2,174.54)
Foreign Exchange Fluctuation	-	-	-	-	(1.85)	(1.85)
Others	-	-	48.49	35.07	-	(13.42)
Demerger	-	-	-	(468.39)	(2,364.70)	(2,833.09)
As on March 31, 2025	63.28	176.88	128.01	2,043.21	9,519.31	11,194.35

₹ In Million

Reconciliation	Cash and cash equivalents	Balance in deposit accounts (including non current)	Balance held as Margin money (including non current)	Non Current borrowings (including current maturities)	Current borrowings	Net Debt
As on April 1, 2023	821.05	17.46	50.89	3,646.34	9,845.70	12,602.64
Adjustments due to merger (refer note 37)	8.80	-	26.47	80.00	358.78	403.51
Restated balance as at April 1, 2023	829.85	17.46	77.36	3,726.34	10,204.48	13,006.15
Cash flows	97.66	144.97	-	548.03	2,706.23	3,011.63
Repayments/ Redemption	-	-	(6.76)	(829.15)	(59.47)	(881.86)
Foreign Exchange Fluctuation	-	-	-	-	(8.44)	(8.44)
Others	-	-	8.92	33.07	-	24.15
As on March 31, 2024 (Restated)	927.51	162.43	79.52	3,478.29	12,842.80	15,151.63

21 Other financial liabilities

Other financial liabilities consist of the following:

(i) Other non-current financial liabilities

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Derivative liability	11.53	10.59
Total	11.53	10.59

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

21 Other financial liabilities (contd)

(ii) Other current financial liabilities

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Interest accrued but not due on borrowings	25.98	61.51
Unclaimed dividends*	6.95	8.17
Derivative liability	42.05	-
Security deposits	7.20	7.20
Other payables:		
- Other payable to employees	264.21	184.80
- Payable to related parties (Refer note 45)	8.10	29.22
- Payables on purchase of property, plant and equipment and intangible assets*	195.77	274.90
- Others	-	12.79
Total	550.26	578.59

* Includes payables to related parties (Refer note 45)

22 Provisions

Provisions consist of the following:

(i) Non-current provisions

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Provision for employee benefits:		
Gratuity (Refer note 44)	516.77	463.42
Total	516.77	463.42

(ii) Current provisions

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Provision for employee benefits:		
- Gratuity	-	5.66
- Compensated absences	231.01	197.60
Total	231.01	203.26

₹ In Million			
Movement in provisions	Gratuity	Compensated absences	Total
Balance as at 1st April 2023	333.22	150.00	483.22
Adjustments due to merger (refer note 37)	30.03	14.56	44.59
Provision recognised/ (utilised) during the year	105.83	33.04	138.87
Balance as at 31st March 2024 (Restated)	469.08	197.60	666.68
Adjustment pursuant to the scheme of demerger (Refer note 38)	41.40	6.99	48.39
Provision recognised during the year	6.29	26.42	32.71
Balance as at 31st March 2025	516.77	231.01	747.78

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

23 Other liabilities

Other liabilities consist of the following:

(i) Other current liabilities

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Other payables:		
- Advance from customers*	26.26	30.62
- Statutory liabilities	121.07	136.88
- Advance received for sale of property, plant and equipment	50.00	-
- Others	4.47	4.47
Total	201.80	171.97

* Includes advance from related party (Refer note 45)

24 Trade payables

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
- Total outstanding dues of micro enterprises and small enterprises (MSME) (Refer note (i) below)	302.81	343.69
- Total outstanding dues of creditors other than micro enterprises and small enterprises*	4,545.70	5,093.90
Total	4,848.51	5,437.59

* Includes dues to related party (Refer note 45)

Trade payable ageing schedule as at March 31, 2025

₹ In Million							
Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled Payables	Not due	Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME	-	145.60	152.78	0.43	1.94	2.06	302.81
- Others	357.93	2,448.77	1,195.90	205.64	235.88	101.58	4,545.70
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

Trade payable ageing schedule as at March 31, 2024 (Restated)

₹ In Million							
Particulars	Outstanding for following periods from due date of payment						Total
	Unbilled Payables	Not due	Less than 1 year	1 - 2 Years	2 - 3 Years	More than 3 Years	
Undisputed dues							
- MSME	-	153.48	168.27	9.46	2.00	10.48	343.69
- Others	477.10	1,670.08	2,256.99	398.12	58.84	232.77	5,093.90
Disputed dues							
- MSME	-	-	-	-	-	-	-
- Others	-	-	-	-	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

24 Trade payables (contd)

(i) Disclosure required under Section 22 of the Micro, Small and Medium Enterprises Development Act, 2006

There are no material dues owed by the Company to Micro and Small enterprises (MSME), which are outstanding for more than 45 days during the year and as at 31 March 2025. This information as required under the Micro, Small and Medium Enterprises Development Act, 2006 has been determined to the extent such parties have been identified on the basis of information available with the Company and has been relied upon by the auditors.

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
(i) The principal amount and the interest due thereon remaining unpaid to any supplier as at the end of each year		
- Principal amount due to micro and small enterprises	302.81	343.69
- Interest due on the above	3.08	5.35
(ii) The amount of interest paid by the buyer in terms of Section 16 of the MSMED Act, 2006 along with the amounts of the payment made to the supplier beyond the appointed day during each accounting year.	2,746.18	2,043.19
(iii) The amount of interest due and payable for the period of delay in making payment (which has been paid but beyond appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	21.54	17.78
(iv) The amount of interest accrued and remaining un-paid at the end of each accounting year.	24.62	33.71
(v) The amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise for the purposes of disallowance as a deductible expenditure under the MSMED Act, 2006	83.79	46.39

The above disclosures are provided by the Company based on the information available with the Company in respect of the registration status of its vendors/suppliers.

All trade payables are current. The Company's exposure to currency and liquidity risks related to trade payables is disclosed in Note 48.

25 Revenue from operations

A. Revenue Streams

The Company is primarily involved into development and manufacture of pharmaceutical products. Other operating revenue include support service, royalty income and export incentives.

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Sale of products*	20,398.98	17,608.37
Sale of services* (Refer note (i) below)	94.71	140.64
Other operating revenues* (Refer note (ii) below)	900.54	912.16
Total	21,394.23	18,661.17

* Includes revenue from related parties (Refer note 45).

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

25 Revenue from operations (contd)

B. Disaggregated revenue information

In the following table, revenue from contracts with customers is disaggregated by primary geographical market

	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Revenue from contracts with customers		
Africa	26.30	283.03
Australia	668.14	595.08
Asia	14,559.89	12,018.86
North America	211.58	482.48
Europe	4,790.79	4,068.43
India	176.75	221.78
Others	60.24	79.35
Subtotal	20,493.69	17,749.01
Revenue from other sources		
Other operating revenue	900.54	912.16
Subtotal	900.54	912.16
Total	21,394.23	18,661.17

Geographical revenue is allocated based on the location of the customers.

C. Contract balances

	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Particulars		
Advance from customers	26.26	30.62
Trade receivables	14,529.31	15,650.35

D. Changes in Contract liabilities - Advance from customers

	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Particulars		
Opening balance	30.62	94.39
Add: Advance received during the year	26.26	30.62
Less: Revenue recognised from advance from customers during the year	30.62	94.39
Closing balance	26.26	30.62
Expected revenue recognition from remaining performance obligation within 1 year	26.26	30.62

E. Performance obligation

In relation to the information about the Company's performance obligations in contract with customers refer note 3.2

(i) Sale of services comprises:

	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Particulars		
Development income*	44.61	78.16
Licensing fees	47.75	9.82
Others*	2.35	52.66
Total	94.71	140.64

* Includes income from related parties (Refer note 45)

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

25 Revenue from operations (contd)

(ii) Other operating revenue comprises:

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Sale of intellectual property rights (Refer note 45)	194.69	390.01
Royalty income	54.46	-
Export and Production Linked incentives	424.21	308.67
Support service income (Refer note 45)	213.64	202.53
Others	13.54	10.95
Total	900.54	912.16

26 Other income

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Interest income* (Refer note (i) below)	304.26	177.06
Dividend from subsidiaries*	85.26	295.74
Rental income from investment property*	17.46	16.80
Other non-operating income		
- Guarantee commission* (Refer note 45)	50.95	95.98
- Others	3.95	1.53
Total	461.88	587.11

* Includes income from related parties (Refer note 45)

Note:

(i) Interest income comprises:

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Interest from banks on deposits	31.79	93.45
Interest on loan		
- to related parties (Refer note 45)	2.37	1.95
- to others	1.19	3.00
Interest from		
- income tax refunds	261.74	72.28
- others	7.17	6.38
Total	304.26	177.06

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

27 Changes in inventories of finished goods, work-in-progress and stock-in-trade

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Inventories at the end of the year:		
- Finished goods	718.25	614.08
- Work-in-progress	407.87	343.05
- Stock-in-trade	-	-
	1,126.12	957.13
Less: Closing stock pursuant to demerger (Refer note 38)		
- Finished goods	-	(63.90)
- Work-in-progress	-	(39.14)
- Stock-in-trade	-	-
	-	(103.04)
Inventories at the beginning of the year:		
- Finished goods	614.08	780.54
- Work-in-progress	343.05	222.26
- Stock-in-trade	-	-
	957.13	1,002.80
Less: Opening stock pursuant to demerger (Refer note 38)		
- Finished goods	(63.90)	-
- Work-in-progress	(39.14)	-
- Stock-in-trade	-	-
	(103.04)	-
Total	(272.03)	148.71

28 Employee benefits expense

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Salaries, wages and bonus	3,174.37	2,953.48
Contributions to provident and other funds (Refer note 44)	264.25	234.64
Share based compensation expense (Refer note 43)	14.57	13.49
Staff welfare expenses	322.72	287.54
Total	3,775.91	3,489.15

29 Finance costs

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Interest on borrowings	1,348.92	1,254.94
Interest on lease liabilities (Refer note 5)	55.37	65.73
Other finance costs	54.83	73.10
Total	1,459.12	1,393.77

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

30 Depreciation and amortisation expense

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Depreciation on property, plant and equipment	637.10	711.97
Depreciation on right-of-use assets	123.97	122.40
Depreciation on investment property	6.46	6.50
Amortisation on intangible assets	78.55	78.19
Total	846.08	919.06
- from continuing operations	846.08	874.07
- from discontinued operations	-	44.99

31 Other expenses*

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Subcontracting charges	223.95	259.20
Power, fuel and water charges	359.99	478.99
Rent (Refer note 5)	34.47	61.83
Repairs and maintenance:		
- Buildings	43.04	20.56
- Machinery	522.52	561.24
- Others	126.95	134.61
Insurance	69.54	68.85
Rates and taxes	182.06	233.98
Communication expense	39.42	41.55
Travelling and conveyance	76.82	72.52
Printing and stationery	14.99	14.28
Carriage, freight and forwarding	926.83	715.78
Business promotion	58.05	44.15
Expenditure on Corporate Social Responsibility (Refer note (i) below)	55.09	34.76
Support service expenses (Refer note 45)	528.14	507.98
Legal and professional fees	445.89	103.55
Payments to auditors (Note (ii) below)	28.67	26.93
Loss allowance on trade receivables	(14.72)	78.44
Loss on sale of property, plant and equipment and intangibles	0.98	3.49
Consumption of stores and spares	412.08	454.76
Research and development expenses	56.88	30.04
Foreign exchange (gain)/loss- net	(96.01)	(87.08)
Miscellaneous expenses	62.93	114.99
Total	4,158.56	3,975.40

* The expenses recovered from OneSource Specialty Pharma Limited towards demerged (softgel) business are adjusted against respective expense head.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

31 Other expenses (contd)

Note:

(i) Expenditure on Corporate Social Responsibility:

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
(a) Gross amount required to be spent during the year	2.15	4.66
(b) Amount spent during the year		
(i) Construction/acquisition any asset	-	-
(ii) On purposes other than (i) above	55.09	34.76
(Surplus) of CSR spent	(52.94)	(30.10)
Total of previous years' shortfall	-	-

(ii) Payments to the auditors comprises (net of taxes) for:

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
- Audit of Standalone, consolidated financial statements, limited review and other certifications	26.35	24.92
- Reimbursement of expenses	2.32	2.01
Total	28.67	26.93

32 Exceptional item

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Business combination and restructuring expenses (refer note 37)	0.27	53.65
Total	0.27	53.65

33 Tax expense / (benefit)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Current tax		
Current tax expenses	111.14	173.32
Current tax expense relating to prior years	(125.78)	(170.20)
	(14.64)	3.12
Current tax (discontinued operations)	-	(4.31)
Current tax (continued operations)	(14.64)	(1.19)
Deferred tax		
Deferred tax benefit	189.26	(145.87)
Minimum alternative tax credit utilised	14.65	107.19
	203.91	(38.68)
Deferred tax (discontinued operations)		53.29
Deferred tax (continued operations)	203.91	14.61
Net tax expense / (benefit)*	189.27	(35.56)

* Including tax benefit from discontinued operations

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

33 Tax expense / (benefit) (contd)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Profit/(loss) before income taxes		
- from continuing operations	780.83	(229.33)
- from discontinued operations	28,270.55	639.27
Total	29,051.38	409.94
Indian statutory income tax rate	34.944%	34.944%
Expected income tax expense	10,151.71	166.42
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expenses:		
Tax impact on gain on demerger (not subject to tax) (refer note 38)	(9,878.86)	-
Effect of concessions and allowances	149.40	(31.78)
Tax pertaining to prior years	(232.98)	(170.20)
Total Income tax expense/ (benefit)	189.27	(35.56)
Income tax expense/ (benefit) attributable to:		
Continuing operations	189.27	13.42
Discontinued operations	-	(48.98)
	189.27	(35.56)

Refer note 11 for significant components of deferred tax assets and liabilities.

The Company is subject to complexities with respect to various tax positions on matters such as deductibility of transactions, availability of tax incentives and exemptions for earlier years and cross border transfer pricing arrangements, wherein it faces litigation from the authorities over the years.

Uncertainty in a tax position may arise as tax laws are subject to interpretation. Judgment is required in assessing the range of possible outcomes for some of these tax matters. These judgments could change over time as each of the matter progresses depending on experience on actual assessment proceedings by tax authorities and other judicial precedents. The Company makes an assessment (including obtaining opinion from external legal experts) to determine the outcome of these uncertain tax positions and decides to make an accrual or consider it to be a possible contingent liability. Where the amount of tax liabilities are uncertain, the Company recognizes accruals which reflect its best estimate of the outcome based on the facts known.

34 Earnings and expenditure in foreign currency

34.1 Earnings in foreign currency

₹ In Million		
Particulars	31-Mar-25	31-Mar-24* (Restated)
Sale of products	20,250.37	21,311.57
Development income	19.23	78.16
Licensing fees	47.34	10.32
Sale of intellectual property rights	194.69	371.30
Royalty income	54.46	-
Guarantee commission	15.96	43.20
Dividend from subsidiaries	84.94	295.74
Support service income	143.79	154.39
Other income	-	0.78
Total	20,810.78	22,265.46

* Including earnings from discontinued operations

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

34.2 Expenditure in foreign currency

₹ In Million		
Particulars	31-Mar-25	31-Mar-24* (Restated)
Finance costs	445.21	381.45
Consumption of stores and spares	41.64	31.37
Legal and professional fees	72.64	154.22
Rates and taxes	48.28	132.79
Carriage, freight and forwarding	12.41	-
Research and development expenses	17.31	19.28
Business promotion	27.70	14.90
Support service charges	15.93	-
Others	20.51	56.87
Total	701.63	790.88

* Including expenditure for discontinued operations

35 Details of research and development expenditure incurred (charged to statement of profit and loss)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24* (Restated)
Salaries, wages and bonus	241.75	219.27
Cost of materials consumed	46.50	55.43
Legal and professional fees	41.74	12.22
Research and development expenses	43.27	7.41
Consumption of stores and spares	151.08	135.15
Travelling and conveyance	8.69	4.81
Depreciation and amortisation expense	62.31	68.46
Others	119.62	136.26
Total	714.96	639.01

* Including expenditure for discontinued operations

36 Other comprehensive income

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
A) Items that will not be reclassified to profit or loss		
Defined benefit obligations	(71.90)	(57.07)
Income tax on defined benefit obligations	25.12	19.66
	(46.78)	(37.41)
B) Items that may be reclassified to profit or loss		
Movement in cash flow hedge	23.54	51.08
Income tax on cash flow hedge	(8.23)	(17.85)
	15.31	33.23
Total	(31.47)	(4.18)

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

37. Merger and acquisitions

37.1 Business combination under common control

The Scheme of Amalgamation u/s 230 to 232 of the Companies Act, 2013, between Strides (the transferee company), Strides Alathur Private Limited (formerly known as Vivimed Lifesciences Private Limited) (the transferor company) with an appointed date of April 1, 2023 was approved by the National Company Law Tribunal ('NCLT') Mumbai bench, vide their order dated August 13, 2024 and a certified copy has been filed by the Company with the Registrar of Companies, Mumbai, Maharashtra, on September 12, 2024.

Entity / Business acquired	Principal activity	Date of control
Strides Alathur Private Limited	Develop, manufacture, market and trade in pharmaceutical products	29-Mar-19

Salient features of the Scheme

- As the Transferee Company is the ultimate holding company of the Transferor Company, there shall not be any issue of shares as purchase consideration to the shareholders of the Transferor Companies. Further, upon the scheme becoming effective the investments in the share capital of the Transferor company, appearing in the books of accounts of the Transferee Company, if any, stands cancelled.
- Upon the Scheme becoming effective, the authorised share capital of the Transferor Company shall stand combined with the authorised share capital of the Transferee Company. Accordingly, the authorised share capital of the Company will be ₹ 2,183,700,000, comprising 218,370,000 equity shares of ₹ 10 each.
- On the Scheme becoming effective and with effect from the Appointed Date, the merger of the Transferor Company with the Transferee Company is accounted by the Transferee Company as per the applicable accounting principles prescribed under the Indian Accounting Standard (Ind AS) 103, 'Business Combinations' notified under Section 133 of the Act and/ or any other applicable Ind AS, as amended from time to time.
- The goodwill and adjustments to plant, property and equipments and intangibles recorded in the consolidated financial statements of the company in earlier years on account of the business combination of Strides Alathur Private Limited (formerly Vivimed Lifesciences Private Limited) have now been recorded in these standalone financial statements of the company with a corresponding credit to capital reserve.
- The Company has incurred ₹ 0.27 millions (Previous year ₹ 53.65 millions) on account of scheme of amalgamation.

Net assets (including reserves) recognised at the appointed date of the scheme

Particulars	₹ In Million	
	Strides Alathur Private Limited	Total
Goodwill (refer note 4 above)	1,155.77	1,155.77
Plant, property and equipment (refer note 4(i) & 4(ii))	797.34	797.34
Intangible assets (refer note 7(ii))	3.48	3.48
Other non current assets	228.96	228.96
Current assets	1,666.87	1,666.87
Non-current liabilities	(99.42)	(99.42)
Current liabilities	(2,528.46)	(2,528.46)
Net assets of the transferor Company	1,224.54	1,224.54
Reserves transferred		
Securities Premium	(517.28)	(517.28)
Retained Earnings	571.85	571.85
Items of Other Comprehensive Income	7.72	7.72
Net assets (including reserves) of the transferor Company	1,286.83	1,286.83

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

37. Merger and acquisitions (contd)

Calculation of Capital reserve arising on business combination under common control

₹ In Million		
Particulars	Strides Alathur Private Limited	Total
Carrying value of Investments	1,347.42	1,347.42
Gross Carrying value of Investments	1,347.42	1,347.42
Less: Net assets (including reserves) of the transferor Company	(1,286.83)	(1,286.83)
(Excess) / shortfall of the net assets (including reserves) recognised of the transferor Company over the carrying value of investments/purchase consideration, transferred to capital reserves	60.59	60.59

37.2 The impact of merger on the comparative financial information on the standalone financial statements as on 31st March 2025 is as under:

(i) Details of assets and liabilities restated due to merger

₹ In Million		
Particulars	Reported 31-Mar-24	Restated 31-Mar-24
Total assets	58,377.82	59,018.70
Total liabilities	22,766.59	23,742.66
Total equity	35,611.23	35,276.04

(ii) Details of revenue and profit restated due to merger

₹ In Million		
Particulars	Reported 31-Mar-24	Restated 31-Mar-24*
Revenue from operations	21,532.58	22,630.99
Profit before tax	696.21	409.94
Profit after tax	654.91	445.50

* The amounts in restated column include amounts related to discontinued operations

(iii) Details of cash flow restated due to merger

₹ In Million		
Particulars	Reported 31-Mar-24	Restated 31-Mar-24
Net cash outflows from operating activities	(357.56)	(140.05)
Net cash outflows from investing activities	(612.66)	(695.66)
Net cash inflows from financing activities	1,076.24	933.37

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

38. Demerger of Soft gelatine business

On September 25, 2023, the Board of directors of the Company approved the Scheme of Arrangement (Scheme) between Strides Pharma Science Limited, OneSource Specialty Pharma Limited (formerly Stelis Biopharma Limited (Stelis) and Steriscience Specialties Private Limited for demerger of CDMO and Soft Gelatin Business (demerged business) of the Company. The Company has received the National Company Law Tribunal (NCLT) order approving the Scheme on November 14, 2024 with appointed date of April 01, 2024. Upon filing with the Registrar of Companies "ROC", the Scheme became effective from November 27, 2024. Pursuant to the approval by NCLT, as of April 01, 2024 the demerger has been accounted for as per the Guidance in Appendix A of Ind AS 10 (Distribution of Non-cash assets to the owners) and consequently the Company has restated the financial results for the quarter ended 31 December 2024. Accordingly, all the assets and liabilities pertaining to the demerged business stood transferred and vested into Stelis from the appointed date i.e. 1 April 2024. The demerged business was not previously classified as held-for-sale or as a discontinued operation pending the NCLT approval. Pursuant to the approval of the Scheme by the NCLT on 14 November 2024, demerged business has been classified as discontinued operation. The comparative standalone statement of profit and loss account has been re-presented to show the discontinued operation separately from continuing operations.

In line with the accounting prescribed in the Scheme, the difference between the net assets transferred and the fair value of consideration amounting to ₹ 28,271 million has been credited to statement of profit and loss as Gain on disposal of assets attributable to discontinued operations with corresponding debit of ₹ 3,755.99 million and ₹ 28,270.55 million to the Securities Premium account and Retained earnings respectively. The profit from the discontinued operation of ₹ 28,270.55 million is attributable entirely to the owners of the Company.

The appointed date as per the Scheme is different from the effective date of the Scheme (the date on which the scheme is filed with ROC). Accordingly, had this not been an NCLT approved Scheme, the demerged business would have continued to be part of the Company till November 27, 2024 and the impact of the same on these financial statements is as below:

- Revenue would have been higher by ₹ 2,044 million.
- Profit after tax would have been lower by ₹ 329 million.
- Gain on disposal would have been higher by ₹ 27,219 million.

The details of income/(loss) referred above have been recognised under discontinued operations as under:

Particulars	Year ended	
	31-Mar-25	31-Mar-24
Total Revenue	-	3,969.82
Total Expenses	-	3,330.55
Profit before tax	-	639.27
Gain on Disposal of Assets (including investments)	28,270.55	-
Tax benefit	-	(48.98)
Profit after tax from discontinued operations	28,270.55	688.25

Cash flows from discontinued operations

Particulars	Year ended	
	31-Mar-25	31-Mar-24
Net cash inflows/(outflows) from operating activities	-	970.46
Net cash inflows/(outflows) from investing activities	-	(211.49)
Net cash inflows/(outflows) from financing activities	-	(758.97)
Net cash inflows/(outflows)	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

38. Demerger of Soft gelatine business (contd)

Carrying value of asset and liabilities as on the date of disposal

Particulars	01-Apr-24
Property, plant and equipment	507.51
Intangible assets	58.50
Investments in OneSource Specialty Pharma Limited	5,158.55
Investments in Strides Pharma Services Private Limited	0.50
Inventories	
- Raw materials	668.71
- Work-in-progress	39.14
- Finished goods	63.90
Current assets	437.77
Total Assets	6,934.58
Borrowings	2,833.09
Trade payables	297.11
Provisions	48.39
Total Liabilities	3,178.59
Net asset disposed off	3,755.99

39. Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker (CODM) in deciding how to allocate resources and assessing performance. The Group's CODM is the Managing Director.

Based on the "management approach" as defined in Ind AS 108 - Operating Segments, the Chief Operating Decision Maker ("CODM") evaluates the Company's performance based on an analysis of various performance indicators. The accounting principles used in the preparation of these financial statements are consistently applied to record revenue and expenditure in individual segments.

Pursuant to the Scheme of demerger explained in note 38, the CODM has started evaluating the business, including resource allocation and performance assessment as a single segment, i.e "Pharmaceutical". Consequently, the Company has only one reportable segment and accordingly no disclosures are made as required under Ind AS 108, in current and comparative periods.

Pharmaceutical segment represents the business of development, manufacture and Commercialization of pharmaceutical products other than biological drugs.

Disclosures regarding geographical information: The geographical information of the Company's revenues and assets are shown separately in the table below. Segment revenues has been disclosed based on geographical location of the customers. Segment assets has been disclosed based on the geographical location of the respective assets.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

39. Segment information (contd)

Information regarding geographical revenue from operations is as follows (including discontinued operations) :

₹ In Million

Geography	Year ended	
	31-Mar-25	31-Mar-24* (Restated)
North America	211.58	509.71
Australia	668.14	595.08
Africa	26.30	453.73
Europe	4,790.79	4,745.30
India	176.75	318.76
Asia (excluding India)	14,559.89	14,987.06
Others	60.24	109.19
	20,493.69	21,718.83
Revenue from other sources		
Other operating revenue	900.54	912.16
Revenue from operations	21,394.23	22,630.99

* Including revenues from discontinued operations

Information regarding geographical non-current assets is as follows*:

₹ In Million

Geography	Year ended	
	31-Mar-25	31-Mar-24 (Restated)
Africa	-	-
Australia	-	-
Asia (excluding India)	-	-
North America	-	-
Europe	-	-
India	8,726.12	8,546.93
Others	-	-
Total	8,726.12	8,546.93

* Non current assets are excluding investments, financial instruments, income/deferred tax assets and other non current assets.

Major customers greater than 10% of total revenue

Revenue from a customer accounted for 67.54% (Previous year 78.84%) of the revenue from operations.

40. Details of Loans and Investments during the year

40.1 Details of Loans made by the Company

Details of loans during the year

₹ In Million

Name of borrower	Nature of relationship	Security	Rate of interest	Term	As at April 1, 2024 (Restated)	Given during the year	Repayment during the year	As at March 31, 2025
Strides Consumer Private Limited	Wholly owned subsidiary	Unsecured	11.85%	1 Year	30.00	-	-	30.00
Total					30.00	-	-	30.00

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

40.1 Details of Loans made by the Company (contd)

Details of loans during the previous year

₹ In Million

Name of borrower	Nature of relationship	Security	Rate of interest	Term	As at April 1, 2023	Given during the year	Repayment during the year	As at March 31, 2024 (Restated)
Arcolab Private Limited, India	Wholly owned subsidiary	Unsecured	11.50%	1 Year	-	200.00	200.00	-
Strides Consumer Private Limited	Others	Unsecured	11.85%	1 Year	30.00	-	-	30.00
Total					30.00	200.00	200.00	30.00

All the above loans are given for the purpose of business operations of the borrowers.

40.2 Details of non-current investments purchased and sold during the year:

₹ In Million

Particulars	Face value per unit	As at April 1, 2024 (Restated)	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2025
(A) Investments in subsidiaries: (Carried at cost)					
Equity shares, unquoted					
Strides Arcolab International Limited, UK	GBP 1	5,322.52	-	-	5,322.52
Strides Pharma International Limited, Cyprus	USD 1	23.13	-	-	23.13
Strides Pharma Asia Pte Limited, Singapore	SGD 1	11,476.68	-	-	11,476.68
SVADS Holdings SA, Switzerland	CHF 1	466.59	-	-	466.59
Arcolab Private Limited, India	INR 10	1,122.79	-	-	1,122.79
Strides Pharma Services Private Limited, India	INR 10	0.50	-	(0.50)	-
		18,412.21	-	(0.50)	18,411.71
(B) Investments in associates: (Carried at cost)					
Equity shares, unquoted					
Onesource Speciality Pharma Limited, India (formerly known as Stelis Biopharma Private Limited)	INR 1	5,308.55	-	(5,308.55)	-
		5,308.55	-	(5,308.55)	-
(C) Investment in others (Carried at amortised cost)					
Equity shares, unquoted					
AMP Energy C&I Six Private Limited, India	INR 10	2.53	-	-	2.53
AMP Energy C&I Eight Private Limited, India	INR 10	39.90	-	-	39.90
Compulsorily Convertible Debentures, unquoted					
AMP Energy C&I Six Private Limited, India	INR 1000	22.74	-	-	22.74
		65.17	-	-	65.17
Aggregate amount of impairment in value of investments		(150.00)	-	150.00	-
Total		23,635.93	-	(5,159.05)	18,476.88

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

40.2 Details of non-current investments purchased and sold during the year: (contd)

Details of non-current investments purchased and sold during the previous year:

₹ In Million					
Particulars	Face value per unit	As at April 1, 2023	Invested during the year	Divested during the year (refer note 38)	As at March 31, 2024 (Restated)
(A) Investments in subsidiaries: (Carried at cost)					
Equity shares, unquoted					
Strides Arcolab International Limited, UK	GBP 1	5,322.52	-	-	5,322.52
Strides Pharma International Limited, Cyprus	USD 1	23.13	-	-	23.13
Strides Pharma Asia Pte Limited, Singapore	SGD 1	11,476.68	-	-	11,476.68
SVADS Holdings SA, Switzerland	CHF 1	466.59	-	-	466.59
Arcolab Private Limited, India	INR 10	1,122.79	-	-	1,122.79
Strides Pharma Services Private Limited, India	INR 10	-	0.50	-	0.50
		18,411.71	0.50	-	18,412.21
(B) Investments in associates: (Carried at cost)					
Equity shares, unquoted					
Onesource Speciality Pharma Limited, India (formerly known as Stelis Biopharma Private Limited)	INR 1	5,308.55	-	-	5,308.55
		5,308.55	-	-	5,308.55
(C) Investment in others (Carried at amortised cost)					
Equity shares, unquoted					
AMP Energy C&I Six Private Limited, India	INR 10	-	2.53	-	2.53
AMP Energy C&I Eight Private Limited, India	INR 10	-	39.90	-	39.90
Compulsorily Convertible Debentures, unquoted					
AMP Energy C&I Six Private Limited, India	INR 1000	-	22.74	-	22.74
		-	65.17	-	65.17
Aggregate amount of impairment in value of investments		(150.00)	-	-	(150.00)
Total		23,570.26	65.67	-	23,635.93

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

40.3 Movement in corporate guarantee during the year

₹ In Million

Particulars	As at April 1, 2024 (Restated)	Given during the year	Withdrawn/ Cancelled during the year	Exchange rate movement	As at March 31, 2025
Strides Pharma Global Pte. Limited - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings	2,228.59	-	(566.49)	55.86	1,717.96
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current and working capital borrowings	8,600.00	-	(8,600.00)	-	-
Strides Pharma Inc., USA- Banks and financial institutions Purpose- workings capital borrowings	667.03	-	(683.76)	16.73	-
Arco Lab Private Limited, India - Banks and financial institutions Purpose: Asset acquisition	500.00	-	(500.00)	-	-
Total	11,995.62	-	(10,350.25)	72.59	1,717.96

*Formerly known as Stelis Biopharma Private Limited

Movement in corporate guarantee during the previous year

₹ In Million

Particulars	As at April 1, 2023	Given during the year	Withdrawn/ Cancelled during the year	Exchange rate movement	As at March 31, 2024 (Restated)
Strides Pharma Global Pte. Limited - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings	8,236.22	-	(6,120.88)	113.25	2,228.59
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments and Working capital borrowings	11,213.87	6,430.00	(9,098.86)	54.99	8,600.00
Strides Pharma Inc., USA- Banks and financial institutions Purpose- Non-current and workings capital borrowings	657.67	-	-	9.36	667.03
Strides Pharma UK Ltd, UK - Banks and financial institutions Purpose: Asset acquisition and Working capital borrowings	608.53	-	(631.59)	23.06	-
Arco Lab Private Limited, India - Banks and financial institutions Purpose: Asset acquisition	-	500.00	-	-	500.00
Total	20,716.29	6,930.00	(15,851.33)	200.66	11,995.62

*Formerly known as Stelis Biopharma Private Limited

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

40.4 Movement in securities pledged during the year

₹ In Million

Particulars	As at April 1, 2024 (Restated)	Given during the year	Withdrawn/ Cancelled during the year	As at March 31, 2025
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments (i) Second pari-passu Charge on Shares Pledged by the Company	1,060.00	-	(1,060.00)	-

*Formerly known as Stelis Biopharma Private Limited

Movement in securities pledged during the previous year

₹ In Million

Particulars	As at April 1, 2023	Given during the year	Withdrawn/ Cancelled during the year	As at March 31, 2024 (Restated)
Strides Pharma Global Pte. Limited - Banks and financial institutions Purpose: Non-current borrowings for capital investments Charge on the Fixed assets of the Company	3,500.00	-	(3,500.00)	-
Onesource Speciality Pharma Limited, India* - Banks and financial institutions Purpose: Non-current borrowings for capital investments (i) Second pari-passu Charge on Shares Pledged by the Company	4,463.80	-	(3,403.80)	1,060.00

*Formerly known as Stelis Biopharma Private Limited

40.5 Disclosure as per Regulation 34 (3) and 53 (f) read with Part A of Schedule V of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 in respect of loans and advances, the amount in the nature of loans outstanding at year end:

₹ In Million

Borrower	Outstanding		Maximum amount outstanding during the year ended	
	As at March 31, 2025	As at March 31, 2024 (Restated)	March 31, 2025	March 31, 2024 (Restated)
Strides Consumer Private Limited	30.00	30.00	30.00	30.00
Arcolab Private Limited, India	-	-	-	200.00
Total	30.00	30.00	30.00	230.00

41. Commitments

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Estimated amount of contracts remaining to be executed on capital account and not provided for (net of advances)	965.27	652.11
Total	965.27	652.11

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

42. Contingent liabilities (to the extent not provided for)

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
a) Corporate guarantees		
The Company has given corporate guarantees to financial institutions and other parties, including on behalf of its subsidiaries in the ordinary course of business (to the extent of outstanding borrowing of the underlying Guarantee)*	1,068.13	6,827.44
b) Claims against the Company not acknowledged as debt		
- Disputed tax liabilities arising from assessment proceedings relating to earlier years from the income tax authorities. The outflow, if any, on account of disputed taxes is dependent on completion of assessments/ disposal of appeals and adjustments for payment made under protest.	136.03	84.25
- Disputed excise, custom, service tax and sales tax liabilities arising from assessment proceedings relating to prior years. The outflow, if any, on account of disputed liabilities is dependent on completion of assessments/ disposal of appeals and adjustments for payment made under protest.	844.85	819.40

* Refer note 45

As per the judgment of Honourable Supreme Court dated February 28, 2019 on the definition of “Basic Wages” under the Employees Provident Funds & Misc. Provisions Act, 1952 and based on Company’s evaluation, there are significant uncertainties and numerous interpretative issues relating to the judgement and hence it is unclear as to whether the clarified definition of Basic Wages would be applicable prospectively or retrospectively. The amount of the obligation therefore cannot be measured with sufficient reliability for past periods and hence has currently been considered to be a contingent liability.

Other than the matters disclosed above, the Company is also involved in other disputes including patent and commercial matters that arise from time to time in the ordinary course of business. Management is of the view that the resolution of these disputes will not have any material adverse effect on the Company’s financial position or results of operations.

43. Share-based payments

a. Details of the employee share option plan of the Company:

- The ESOP titled “Strides ESOP 2016” (formerly known as Strides Shasun ESOP 2016) (ESOP 2016) was approved by the shareholders on April 21, 2016. 3,000,000 options are covered under the Plan which are convertible into equal number of equity shares of the Company. The vesting period of these options range over a period of three years. The options must be exercised within a period of one year from the date of vesting. Company has granted 25,000 options (Previous year: 10,000) under this scheme during the current year.
- During the current year, Employee compensation costs of ₹ 14.57 million (for the year ended March 31, 2024: ₹ 13.49 million) relating to the above referred Employee Stock Option Plans have been recognised in the Statement of Profit and Loss.
- During the current year, employees were given an option to accelerate exercise of stock options vested pursuant to the scheme of demerger. Accordingly employees holding 151,000 options have exercised the option.

Fair value of share options granted during the year

The fair value of the share options granted during the year under ESOP 2016 Lot XVII are ₹ 359. Options were priced using a Black- Scholes method of valuation at grant date. Expected volatility is based on the historical share price volatility over the past one year.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

43. Share-based payments (contd)

Inputs into the model -

Particulars	ESOP 2016-XVII
No of Options	25,000
Grant date share price	₹ 608.90
Exercise price	₹ 567.00
Expected volatility	173.00%
Option life	2.31 years
Expected Dividend %	-
Risk-free interest rate	6.680%

Employee stock options details as on the balance sheet date are as follows:

Particulars	During the year 2024-25		During the year 2023-24 (Restated)	
	Options (No's)	Weighted average exercise price per option (₹)	Options (No's)	Weighted average exercise price per option (₹)
Option outstanding at the beginning of the year:	264,000	236.39	370,000	237.55
Granted during the year:	25,000	567.00	10,000	283.50
Exercised during the year:**	(258,000)	236.52	(54,500)	252.05
Lapsed/ cancelled during the year:	(1,000)	231.00	(61,500)	237.14
Options outstanding at the end of the year:*	30,000	506.83	264,000	236.39
Options available for grant:	2,336,950		2,360,950	

* Includes options vested but not exercised as at March 31, 2025 : Nil (March 31, 2024: Nil)

** Includes options exercised but not allotted as at March 31, 2025 : Nil (March 31, 2024: 5,000)

The weighted average remaining contractual life is 1.18 years (March 31, 2024: 1.81 years) and the range of exercise price is ₹ 206 to ₹ 567 (March 31, 2024: ₹ 231 to ₹ 311)

44. Employee Benefits Plans

Defined contribution plan

The Company makes contributions to provident fund and employee state insurance schemes which are defined contribution plans, for qualifying employees. Under the schemes, the Company is required to contribute a specified percentage of the payroll cost to fund the benefits. The Company recognised ₹ 181.12 millions (Previous year: ₹ 157.06 millions) for provident fund contributions, ₹ 0.59 millions (Previous year: ₹ 2.61 millions) for employee state insurance scheme contributions in the Statement of Profit and Loss. The contributions payable to these plans by the Company are at rates specified in the rules of the schemes.

Defined benefit plan

The Company offers gratuity benefits, a defined employee benefit scheme to its employees.

Composition of the plan assets

The fund is managed by LIC, the fund manager. The details of composition of plan assets managed by the fund manager is not available with the Company. However, the said funds are subject to Market risk (such as interest risk, investment risk, etc.).

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

44. Employee Benefits Plans (contd)

The said benefit plan is exposed to actuarial risks such as longevity risk and salary risk.

Longevity risk	The impact of longevity risk will depend on whether the benefits are paid before retirement age or after. Typically for the benefits paid on or before the retirement age, the longevity risk is not very material. The present value of the defined benefit plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan's liability.
Salary risk	The present value of the defined benefit plan liability is calculated by reference to the future salaries of plan participants. As such, an increase in the salary of the plan participants will increase the plan's liability.

The principal assumptions used for the purposes of the actuarial valuations were as follows:

Particulars	Year ended Valuation as at (Restated)	
	31-Mar-25	31-Mar-24
Discount rate(s)	6.62%	7.17% - 7.19%
Expected rate(s) of salary increase	10.00%	8.00%
Attrition rate	14.00%	14.00%
Mortality Rate	As per IALM (2012-14) ultimate	
Retirement age (years)	58 years	58 years

Amounts recognised in total comprehensive income in respect of these defined benefit plans are as follows:

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Service cost:		
Current service cost	54.69	47.66
Net interest expense	27.85	23.54
Components of defined benefit costs recognised in statement of profit and loss	82.54	71.20
Remeasurement on the net defined benefit liability:		
Return on plan assets [excluding amounts included in net interest expense] (excess) / short	(4.75)	(4.82)
Actuarial losses arising from changes in demographic assumptions	0.83	0.82
Actuarial losses arising from changes in financial assumptions	74.03	4.72
Actuarial losses arising from experience adjustments	1.79	56.35
Components of defined benefit costs recognised in other comprehensive income	71.90	57.07
Total	154.44	128.27

The current service cost and the net interest expense for the year are included in the 'Employee benefits expense' line item in the statement of profit and loss. The remeasurement of the net defined benefit liability is included in other comprehensive income.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

44. Employee Benefits Plans (contd)

The amount included in the balance sheet arising from the entity's obligation in respect of its defined benefit plans is as follows:

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Present value of funded defined benefit obligation	655.10	559.18
Fair value of plan assets	(138.33)	(90.09)
Funded status	516.77	469.09
Present value of unfunded defined benefit obligation	-	-
Net liability arising from defined benefit obligation	516.77	469.09

Movements in the present value of the defined benefit obligation are as follows:

Particulars	₹ In Million	
	Year ended	
	31-Mar-25	31-Mar-24 (Restated)
Opening defined benefit obligation	559.18	450.42
(Less): pursuant to transfer of employees to a subsidiary	-	(4.40)
(Less): pursuant to demerger (refer note 38)	(41.40)	-
Expenses recognised in statement of profit and loss		
Current service cost	54.69	47.66
Interest cost	34.33	30.44
Remeasurement (gains)/losses:		
Actuarial gains and losses arising from changes in financial assumptions	74.03	4.72
Actuarial gains and losses arising from experience adjustments	1.79	56.35
Actuarial gains and losses arising from demographic assumption	0.83	0.82
Benefits paid	(28.35)	(26.83)
Closing defined benefit obligation	655.10	559.18

Movements in the fair value of the plan assets are as follows:

Particulars	₹ In Million	
	Year ended	
	31-Mar-25	31-Mar-24 (Restated)
Opening fair value of plan assets	90.09	93.77
Remeasurement gain (loss):		
Return on plan assets (excluding amounts included in net interest expense)	6.48	6.90
Contributions from the employer	63.00	9.00
Actuarial gain/(loss) on plan assets	4.75	4.82
Benefits paid	(26.00)	(24.40)
Closing fair value of plan assets	138.32	90.09

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

44. Employee Benefits Plans (contd)

Details of Plan Assets:

₹ In Million

Particulars	Year ended	
	31-Mar-25	31-Mar-24 (Restated)
The weighted average asset allocations at the year end were as follows:		
Equities	0%	0%
Bonds	0%	0%
Gilts	0%	0%
Pooled asset with an insurance company	100%	100%
Others	0%	0%
Total	100%	100%
Actual return on plan assets (₹ in millions)	11.23	11.72

Significant actuarial assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases/(decrease) by 1%, the defined benefit obligation would be ₹ 620.54 Million/(₹ 693.62) Million as at March 31, 2025.

If the expected salary growth increases/(decrease) by 1%, the defined benefit obligation would be ₹ 684.35 Million/(₹ 626.27) Million as at March 31, 2025.

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligation has been calculated using the projected unit credit method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

There was no change in the methods and assumptions used in preparing the sensitivity analysis from prior years. There has been no change in the process used by the Company to manage its risks from prior periods.

Expected company contributions for FY 24-25 is ₹ 92.51 millions

Maturity profile of Defined Benefit Obligation

₹ In Million

Financial Year	Amount
2025-26	92.51
2026-27	92.87
2027-28	77.08
2028-29	78.33
2029-30	66.80
2030-31 to 2034-35	287.91
Above 2034-35	328.00
Average Expected Future Working life (Years)	6.63

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties

Relationship	Name
Wholly owned subsidiaries	Direct Holding
	Arco Lab Private Limited, India
	Strides Arcolab International Limited, UK
	Strides Pharma Asia Pte Limited, Singapore
	Strides Pharma International Limited, Cyprus
	SVADS Holdings SA, Switzerland
	Strides Pharma Services Private Limited, India (with effect from September 8, 2023 upto 31 st March 2024)
	Step down subsidiaries
	Altima Innovations Inc, USA(Dissolution on 13 th August 2024)
	Arrow Life Sciences (Malaysia) Sdn. Bhd., Malaysia (Dissolution on 25 th April 2024)
	Generic Partners UK Limited, UK(Dissolution on 18 th March 2025)
	Pharmapar Inc, Canada
	Stelis Biopharma (Malaysia) Sdn Bhd, Malaysia (Dissolution on 4 th June 2024)
	Strides CIS Limited, Cyprus
	Strides LifeSciences Limited, Nigeria
	Strides Netherlands BV, Netherlands
	Strides Nordic ApS, Nordic
	Strides Pharma (Cyprus) Limited, Cyprus
	Strides Pharma Global (UK) Limited, UK
	Strides Pharma Global Pte Limited, Singapore
	Strides Pharma Inc, USA
	Strides Pharma (UK) Limited, UK
	Strides Global Consumer Healthcare Limited, UK (with effect from August 5, 2024)
	Strides Consumer Private Limited, India (with effect from August 5, 2024)
	Strides Consumer LLC, USA (with effect from August 5, 2024)
	Strides Pharma Canada Inc, Canada
	Strides Pharma Science Pty Ltd, Australia
	Strides Pharma New Zealand Limited (with effect from July 26, 2024)
	Strides Softgels Pte. Ltd., Singapore (with effect from September 15, 2023 upto 31 st March 2024)
	Amexel Pte.Ltd, Singapore(with effect from March 19, 2025)
	Strides Pharma International AG (formerly Fairmed Healthcare AG, Switzerland) (w.e.f. October 25, 2024)
	Fairmed Healthcare GmbH, Germany (100%) (w.e.f. October 25, 2024)
	Vensun Pharmaceuticals Inc, USA

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

Relationship	Name
Other Subsidiaries:	Direct Holding: Step down subsidiaries Apollo Life Sciences Holdings Proprietary Limited, South Africa (51.76%) Beltapharm, SpA, Italy (97.94%) Eris Pharma GmbH, Germany (70%) (upto January 30, 2024) Strides Pharma International AG (formerly Fairmed Healthcare AG, Switzerland) (70%) (till 24 October, 2024) Fairmed Healthcare GmbH, Germany (100%) (till 24 October, 2024) Strides Pharma (SA) Pty Limited, South Africa (51.76%) Trinity Pharma Proprietary Limited, South Africa (51.76%) UCL Brands Limited, Kenya (with effect from May 30, 2023) (51%) Neviton Softech Private Limited, India (with effect from January 5, 2024) (50%) Neviton Technologies Inc. USA (with effect from January 5, 2024) (50%) Trusts: Strides Foundation Trust, India
Joint Ventures (JV)	Sihuan Strides (HK) Ltd, Hongkong
Associates	Aponia Laboratories Inc, USA Regional Bio Equivalence Centre S.C., Ethiopia OneSource Specialty Pharma Limited, India (Formerly known as Stelis Biopharma Limited, India) (upto 31 st March 2024) Biolexis Pte Ltd, Singapore (upto 31 st March 2024) Stelis Pte. Ltd, Singapore (upto 31 st March 2024) Biolexis Private Limited, India (with effect from Jan 17, 2022 upto 31 st March 2024) Stelis Biopharma UK Private Limited, UK (with effective from July 11, 2022 upto 31 st March 2024) Universal Corporation Limited, Kenya (with effective from September 30, 2022) Neviton Softech Private Limited, India (Up to January 4, 2024) Neviton Technologies Inc. USA (Up to January 4, 2024)
Key Management Personnel (KMP)	Mr. Arun Kumar, Chairman and Non-Executive Director Mr. Badree Komandur, Executive Director - Managing Director & Group CEO (w.e.f. June 1, 2024) (Group CFO till 31 st May 2024) Mr. Vikesh Kumar, Group CFO (w.e.f. June 1, 2024) Mr. Aditya Kumar, Executive Director (w.e.f. June 1, 2024) Mr. Bharat D Shah, Independent Director (upto June 14, 2024) Mr. S. Sridhar, Independent Director (upto July 30, 2024) Dr. Kausalya Santhanam, Independent Director Ms. Mukta Arora, Independent Director (Appointed as Director w.e.f. Feb 1, 2025) Mr. Subir Chakraborty (w.e.f. June 1, 2024) Mr. Homi Rustam Khusrokhani, Independent Director Mr. Ameet Hariani, Independent Director (Appointed as Director w.e.f. Feb 1, 2024) Ms. Manjula Ramamurthy, Company Secretary

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

Relationship	Name
Enterprises controlled or significantly influenced by directors, key management personnel and their relatives	Atma Projects, India
	Aurore Life Sciences Private Limited, India
	Aurore Pharmaceuticals Private Limited, India
	Biolexis Pte Ltd, Singapore (w.e.f. 1 st April 2024)
	Biolexis Private Limited, India (w.e.f. 1 st April 2024)
	Chayadeep Properties Private Limited, India
	K.R. Anuradha
	Naari Pharma Private Limited, India
	Solara Active Pharma Sciences Limited, India
	Steriscience Specialties Private Limited, India
	OneSource Specialty Pharma Limited, India (Formerly known as Stelis Biopharma Limited, India)(from 1 st April 2024)
	Strides Softgels Pte. Ltd., Singapore (with effect from 1 st April 2024)
	Strides Pharma Services Private Limited, India (with effect from 1 st April 2024)
	Brooks Steriscience Limited
	Tenshi Kaizen Private Limited, India
	Tenshi Pharmaceuticals Private Limited (formerly known as Steriscience Private Limited, India)
	Velbiom Proboitics Private Limited, India (formerly Tenshi Life Care Private Limited, India)



Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Balance of (trade payables) net of advance paid :										
1 Atma Projects, India	-	-	-	-	-	-	-	-	(4.77)	-
2 Arco Lab Private Limited, India	(144.96)	19.82	-	-	-	-	-	-	-	-
3 Aurore Life Sciences Private Limited, India	-	-	-	-	-	-	-	-	(168.20)	(71.65)
4 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	(1.28)	(1.18)
5 Beltapharm S.p.A.	-	-	-	1.20	-	-	-	-	-	-
6 Chayadeep Properties Private Limited	-	-	-	-	-	-	-	-	(1.56)	0.52
7 Strides Pharma International AG (formerly Fairmed Healthcare AG)	-	-	-	0.59	-	-	-	-	-	-
8 Fair-Med Healthcare GmbH	(135.86)	-	-	(199.73)	-	-	-	-	-	-
9 Strides Consumer Private Limited	(1.51)	-	-	-	-	-	-	-	-	-
10 Strides Pharma Inc.	(58.55)	2.75	-	-	-	-	-	-	-	-
11 Strides Pharma Global Pte Limited	(37.76)	(149.83)	-	-	-	-	-	-	-	-
12 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	(1,272.71)	(949.91)
13 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	(8.72)	-	-	(0.90)	-
14 Strides Lifesciences Limited	(0.24)	-	-	-	-	-	-	-	-	-
15 Trinity Pharma (Pty) Ltd	-	-	(0.56)	-	-	-	-	-	-	-
16 Universal Corporation Limited	-	-	-	-	-	(1.94)	-	-	-	-
17 Strides Pharma (UK) Limited, UK	(77.73)	(127.01)	-	-	-	-	-	-	-	-
18 Strides Pharma Netherlands B.V	(4.20)	(38.14)	-	-	-	-	-	-	-	-
19 Strides South Africa Pty Ltd	-	-	-	(0.12)	-	-	-	-	-	-
20 Strides Pharma (Cyprus) Limited	(0.72)	7.60	-	-	-	-	-	-	-	-
21 Naari Pharma Private Limited	-	-	-	-	-	-	-	-	(0.10)	(0.05)
22 Steriscience Specialties Private Limited	-	-	-	-	-	-	-	-	(0.13)	(1.22)
23 Strides Nordic Aps	(3.24)	(3.16)	-	-	-	-	-	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Balance of trade receivables (net of advance received):										
1 Arco Lab Private Limited, India	2.48	26.35	-	-	-	-	-	-	-	-
2 Beltapharm S.p.A.	-	-	1.88	-	-	-	-	-	-	-
3 Strides Pharma International AG (formerly Fairmed Healthcare AG)	567.48	-	-	(0.57)	-	-	-	-	-	-
4 Sihuan Strides (HK) Limited	-	-	-	-	-	12.46	-	-	-	-
5 Strides Pharma (UK) Limited, UK	275.76	532.89	-	-	-	-	-	-	-	-
6 Strides Pharma Canada Inc.,	20.19	16.73	-	-	-	-	-	-	-	-
7 Strides Netherlands B.V	37.44	18.63	-	-	-	-	-	-	-	-
8 Strides South Africa Pty Ltd	-	-	-	38.44	-	-	-	-	-	-
9 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	6.95	-
10 Brooks Steriscience Limited	-	-	-	-	-	-	-	-	-	1.56
11 Strides Pharma Global Pte Limited	12,887.81	12,908.06	-	-	-	-	-	-	-	-
12 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	147.57	-	-	34.71	-
13 Tenshi Kaizen Private Limited	-	-	-	-	-	-	-	-	4.40	8.74
14 Tenshi Pharmaceuticals Private Limited	-	-	-	-	-	-	-	-	1.21	0.05
15 Trinity Pharma (Pty) Ltd	-	-	-	31.33	-	-	-	-	-	-
16 Strides Consumer Private Limited	25.63	-	-	-	-	-	-	-	-	-
17 Strides Global Consumer Healthcare Limited	0.64	-	-	-	-	-	-	-	-	-
18 Strides Consumer LLC	0.64	-	-	-	-	-	-	-	-	-
19 Strides Pharma Inc.	55.08	105.65	-	-	-	-	-	-	-	-
20 Strides Pharma Global (Uk) Limited	15.13	-	-	-	-	-	-	-	-	-
21 Universal Corporation Limited	-	-	-	-	4.18	47.73	-	-	-	-
22 Strides Pharma (Cyprus) Limited	21.50	16.16	-	-	-	-	-	-	-	-
23 Steriscience Specialties Private Limited	-	-	-	-	-	-	-	-	25.85	172.66

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Loan Receivable										
1 Strides Consumer Pvt Ltd	44.07	-	-	-	-	-	-	-	-	-
Guarantees/security given *										
1 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	8,910.00	-	-	-	-
2 Strides Pharma Global Pte Limited	1,717.96	2,228.58	-	-	-	-	-	-	-	-
3 Strides Pharma Inc.	-	667.03	-	-	-	-	-	-	-	-
4 Arco Lab Private Limited, India	-	500.00	-	-	-	-	-	-	-	-
Balance of Deposit paid										
1 Atma Projects, India	-	-	-	-	-	-	-	-	69.96	69.96
2 Chayadeep Properties Private Limited	-	-	-	-	-	-	-	-	21.88	21.88
3 K.R. Anuradha	-	-	-	-	-	-	-	-	44.04	46.07
Balance of deposits received										
1 Solara Active Pharma Sciences Limited	-	-	-	-	-	-	-	-	7.20	7.20
Other current asset										
1 Beltapharm S.p.A.	-	-	1.23	-	-	-	-	-	-	-
2 Strides Pharma International AG (formerly Fairmed Healthcare AG)	1.95	-	-	-	-	-	-	-	-	-
3 Universal Corporation Limited	-	-	-	-	19.25	-	-	-	-	-

* In respect of loans against which the Company has given guarantee as well as pledged security, the amount of guarantee outstanding under Note 40 has been disclosed, since the guarantee amount exceeds the underlying amount of loan outstanding as at March 31, 2025

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions : List of related parties (contd)

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Other financial assets (liabilities) and other assets (liabilities)										
1 Beltapharm S.p.A.	-	-	2.15	2.10	-	-	-	-	-	-
2 Onesource Specialty Pharma Limited (formerly Stelis Biopharma Limited)	-	-	-	-	-	-	-	-	(2,625.88)	-
3 Strides Pharma Services Private Limited	-	0.03	-	-	-	-	-	-	-	-
4 Strides Consumer Private Limited	15.77	-	-	-	-	-	-	-	-	-
5 Strides Nordic Aps	7.13	4.41	-	-	-	-	-	-	-	-
6 Strides Pharma Asia Pte Limited, Singapore	84.94	171.62	-	-	-	-	-	-	-	-
7 Strides Pharma (Cyprus) Limited	(8.11)	(7.38)	-	-	-	-	-	-	-	-
8 Strides Pharma Canada Inc.,	(5.94)	0.06	-	-	-	-	-	-	-	-
9 Strides Pharma Global Pte Limited	141.79	60.62	-	-	-	-	-	-	-	-
10 Velbiom Probiotics Private Limited	-	-	-	-	-	-	-	-	5.86	5.86
11 Strides Pharma (UK) Limited, UK	14.00	9.69	-	-	-	-	-	-	-	-
12 Strides Pharma Inc.	24.49	(22.05)	-	-	-	-	-	-	-	-
13 Universal Corporation Limited	-	-	-	-	7.81	41.47	-	-	-	-
14 Dr. R Ananthanarayanan	-	-	-	-	-	-	-	24.54	-	-
15 Dr. Kausalya Santhanam	-	-	-	-	-	-	-	(0.20)	-	-
16 Mr. S. Sridhar	-	-	-	-	-	-	-	(0.20)	-	-
17 Mr. Homi Rustam Khusrokhani	-	-	-	-	-	-	-	(0.20)	-	-
18 Mr. Bharat D Shah	-	-	-	-	-	-	-	(0.20)	-	-
19 Mr. Ameet Pratapsinh Hariani	-	-	-	-	-	-	-	(0.20)	-	-



Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Sales of materials/ services										
1 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	-	71.07
2 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	49.10	-	-	30.51	-
3 Strides Pharma (UK) Limited, UK	1,945.10	1,647.29	-	-	-	-	-	-	-	-
4 Strides Pharma (Cyprus) Limited, Cyprus	6.06	136.43	-	-	-	-	-	-	-	-
5 Strides Pharma Global Pte Limited, Singapore	14,450.25	14,899.69	-	-	-	-	-	-	-	-
6 Strides Pharma Inc., USA	57.14	27.12	-	-	-	-	-	-	-	-
7 Strides Pharma Canada Inc, Canada	20.21	27.23	-	-	-	-	-	-	-	-
8 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	0.05	8.00
9 Trinity Pharma (Pty) Ltd, South Africa	-	-	(0.11)	54.86	-	-	-	-	-	-
10 Universal Corporation Limited, Kenya	-	-	-	-	6.11	48.69	-	-	-	-
11 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	644.08	-	361.55	-	-	-	-	-	-	-
12 Strides Netherlands B.V, Netherlands	54.79	49.44	-	-	-	-	-	-	-	-
13 Strides Nordic Aps, Nordic	-	36.01	-	-	-	-	-	-	-	-
14 Strides South Africa Pty Ltd, South Africa	-	-	-	199.05	-	-	-	-	-	-
15 Sihuan Strides (HK) Limited, Hong Kong	-	-	-	-	-	12.25	-	-	-	-
16 Beltapharm S.p.A., Italy	-	-	1.83	0.83	-	-	-	-	-	-
17 Brooks Steriscience Limited, India	-	-	-	-	-	-	-	-	38.07	-
18 SVADS Holding SA, Switzerland	-	25.59	-	-	-	-	-	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors / KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Sale of intellectual property rights										
1 Strides Pharma Global Pte Limited, Singapore	259.50	18.70	-	-	-	-	-	-	-	-
2 Strides Pharma (UK) Limited, UK	-	371.30	-	-	-	-	-	-	-	-
Purchase / (returns) of intellectual property rights Sale of property, plant and equipment										
1 Brooks Steriscience Limited, India	-	-	-	-	-	-	-	-	-	1.32
2 Strides Pharma Global Pte Limited, Singapore	-	2.08	-	-	-	-	-	-	-	-
3 Arco Lab Private Limited, India	0.02	-	-	-	-	-	-	-	-	-
4 Strides Pharma Global (Uk) Limited, UK	15.13	-	-	-	-	-	-	-	-	-
Interest income										
1 Strides Consumer Private Limited, India	2.37	-	-	-	-	-	-	-	-	-
2 Arco Lab Private Limited, India	-	1.94	-	-	-	-	-	-	-	-
Guarantee commission income										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	48.78	-	-	31.78	-
2 Arco Lab Private Limited, India	3.22	4.01	-	-	-	-	-	-	-	-
3 Strides Pharma Global Pte Limited, Singapore	13.96	35.73	-	-	-	-	-	-	-	-
4 Strides Pharma Inc., USA	1.99	6.64	-	-	-	-	-	-	-	-
5 Strides Pharma (UK) Limited, UK	-	0.82	-	-	-	-	-	-	-	-
Guarantee/security given										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	6,430.00	-	-	-	-
2 Arco Lab Private Limited, India	-	500.00	-	-	-	-	-	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Support service income										
1 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	16.03	-	-	27.00	-
2 Strides Pharma (Cyprus) Limited, Cyprus	45.34	40.03	-	-	-	-	-	-	-	-
3 Strides Pharma Global Pte Limited, Singapore	31.21	31.14	-	-	-	-	-	-	-	-
4 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	42.85	31.12
5 Strides Pharma Inc., USA	66.05	82.39	-	-	-	-	-	-	-	-
Rental income from operating leases										
1 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	17.46	16.74
Dividend income										
1 Strides Pharma Asia Pte Limited, Singapore	84.94	295.74	-	-	-	-	-	-	-	-
Royalty Income										
1 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	54.46	-	-	-	-	-	-	-	-	-
Purchase of materials/ services										
1 Aurore Life Sciences Private Limited, India	-	-	-	-	-	-	-	-	392.46	182.45
2 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.10	0.98
3 Strides Pharma Inc., USA	25.45	28.15	-	-	-	-	-	-	-	-
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	2,174.83	1,595.71
5 Universal Corporation Limited, Kenya	-	-	-	-	218.31	-	-	-	-	-
6 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	0.10	0.59

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors / KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Support service expenses										
1 Arco Lab Private Limited, India	835.77	760.15	-	-	-	-	-	-	-	-
3 Fair-Med Healthcare GmbH, Germany	(1.05)	-	16.02	-	-	-	-	-	-	-
4 Strides Pharma Services Private Limited, India	-	-	-	-	-	-	-	-	0.03	-
5 Strides Pharma Inc., USA	15.93	-	-	-	-	-	-	-	-	-
Purchase of assets										
1 Strides Pharma Global Pte Limited, Singapore	-	166.30	-	-	-	-	-	-	-	-
2 Arco Lab Private Limited, India	19.50	10.48	-	-	-	-	-	-	-	-
3 Naari Pharma Private Limited, India	-	-	-	-	-	-	-	-	-	0.04
4 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	6.64	-	-	-	-
Reimbursement of expenses incurred by										
1 Aurore Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	-	0.02
2 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	0.45	-	-	-	-	-	-	-	-	-
3 Fair-Med Healthcare GmbH, Germany	-	-	-	64.32	-	-	-	-	-	-
4 Strides Lifesciences Limited, Nigeria	0.24	0.31	-	-	-	-	-	-	-	-
5 Strides Netherlands B.V, Netherlands	22.80	19.90	-	-	-	-	-	-	-	-
6 Strides Pharma (UK) Limited, UK	81.08	36.06	-	-	-	-	-	-	-	-
7 Strides Pharma (Cyprus) Limited, Cyprus	2.03	-	-	-	-	-	-	-	-	-
8 Strides Pharma Global Pte Limited, Singapore	66.14	217.65	-	-	-	-	-	-	-	-
9 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	96.48	133.36
10 Strides Pharma Inc., USA	21.70	5.68	-	-	-	-	-	-	-	-
11 Trinity Pharma (Pty) Ltd, South Africa	-	-	0.56	-	-	-	-	-	-	-



Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors /KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
12 Universal Corporation Limited, Kenya	-	-	-	-	0.96	1.03	-	-	-	-
13 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	0.61	15.17
14 Tenshi Kaizen Private Limited, India	-	-	-	-	-	-	-	-	(0.27)	-
15 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	0.02	-
16 Arco Lab Private Limited, India	8.92	-	-	-	-	-	-	-	-	-
17 Strides Pharma Canada Inc, Canada	6.02	-	-	-	-	-	-	-	-	-
18 Strides Nordic Aps, Nordic	4.12	4.62	-	-	-	-	-	-	-	-
Reimbursement of expenses incurred on behalf of										
1 Arco Lab Private Limited, India	39.38	31.79	-	-	-	-	-	-	-	-
2 Strides Pharma International AG (formerly Fairmed Healthcare AG), Switzerland	21.63	-	5.76	0.90	-	-	-	-	-	-
3 Fair-Med Healthcare GmbH, Germany	-	-	-	0.37	-	-	-	-	-	-
4 Solara Active Pharma Sciences Limited, India	-	-	-	-	-	-	-	-	10.44	5.77
5 OneSource Specialty Pharma Limited (formerly known as Stelis Biopharma Limited), India	-	-	-	-	-	28.03	-	-	24.83	-
6 Strides Consumer Private Limited, India	0.17	-	-	-	-	-	-	-	-	-
7 Strides Pharma Canada Inc, Canada	0.03	0.06	-	-	-	-	-	-	-	-
8 Strides Pharma Global Pte Limited, Singapore	111.46	74.07	-	-	-	-	-	-	-	-
9 Strides Pharma (Cyprus) Limited, Cyprus	1.09	5.38	-	-	-	-	-	-	-	-
10 Strides Pharma Asia Pte Limited, Singapore	-	46.57	-	-	-	-	-	-	-	-
11 Strides Pharma Inc., USA	16.90	24.87	-	-	-	-	-	-	-	-
12 Strides Pharma (UK) Limited, UK	3.76	19.87	-	-	-	-	-	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors / KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
13 Steriscience Specialties Private Limited, India	-	-	-	-	-	-	-	-	21.55	14.03
14 Tenshi Pharmaceuticals Private Limited, India	-	-	-	-	-	-	-	-	1.74	0.04
15 Universal Corporation Limited, Kenya	-	-	-	-	17.93	9.31	-	-	-	-
16 Strides Lifesciences Limited, Nigeria	-	0.82	-	-	-	-	-	-	-	-
17 Strides Nordic Aps, Nordic	6.63	6.02	-	-	-	-	-	-	-	-
18 Tenshi Kaizen Private Limited, India	-	-	-	-	-	-	-	-	6.28	2.00
Lease Payments										
1 Atma Projects, India	-	-	-	-	-	-	-	-	105.98	99.98
2 Chayadeep Properties Private Limited, India	-	-	-	-	-	-	-	-	33.43	31.54
3 K.R. Anuradha	-	-	-	-	-	-	-	-	23.65	21.26
Loans / advances given / (repaid) by/(to) the company										
1 Arco Lab Private Limited, India	-	200.00	-	-	-	-	-	-	-	-
2 Arco Lab Private Limited, India	-	(200.00)	-	-	-	-	-	-	-	-
3 Strides Pharma Services Private Limited, India	-	0.03	-	-	-	-	-	-	-	-
Investments during the year										
1 Strides Pharma Services Private Limited, India	-	0.50	-	-	-	-	-	-	-	-
CSR Spends										
1 Strides Foundation Trust, India	-	-	-	-	-	-	-	-	53.80	31.80
Short term employee benefits paid to (Refer note (i) below)										
1 Mr. Vikesh Kumar	-	-	-	-	-	-	2.45	-	-	-
2 Mr. Badree Komandur	-	-	-	-	-	-	58.14	44.00	-	-
3 Ms. Manjula Ramamurthy	-	-	-	-	-	-	10.00	6.85	-	-
4 Mr. Arun Kumar	-	-	-	-	-	-	90.00	120.00	-	-
5 Mr. Aditya Kumar	-	-	-	-	-	-	16.21	7.50	-	-
Employee stock option expenses										
1 Mr. Vikesh Kumar	-	-	-	-	-	-	26.44	-	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

45 Related party transactions

₹ In Million

Particulars	Wholly Owned Subsidiaries		Other Subsidiaries		Associates / Joint venture		Directors / KMP/ Relatives of KMP		Enterprises controlled or significantly influenced by directors or KMP or their relatives	
	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)	As at 31-Mar-25	As at 31-Mar-24 (Restated)
Sitting fees paid										
1 Dr. Kausalya Santhanam	-	-	-	-	-	-	2.25	2.00	-	-
2 Mr. S. Sridhar	-	-	-	-	-	-	1.00	2.00	-	-
3 Mr. Homi Rustam Khusrokhan	-	-	-	-	-	-	2.00	2.00	-	-
4 Mr. Bharat D Shah	-	-	-	-	-	-	0.65	2.00	-	-
5 Ms. Mukta Arora	-	-	-	-	-	-	0.10	-	-	-
6 Mr. Subir Chakraborty	-	-	-	-	-	-	1.25	-	-	-
7 Mr. Ameet Pratapsinh Hariani	-	-	-	-	-	-	1.90	0.40	-	-
Remuneration to Non-executive directors										
1 Dr. Kausalya Santhanam	-	-	-	-	-	-	2.00	1.00	-	-
2 Mr. S. Sridhar	-	-	-	-	-	-	2.00	1.00	-	-
3 Mr. Homi Rustam Khusrokhan	-	-	-	-	-	-	2.00	1.00	-	-
4 Mr. Bharat D Shah	-	-	-	-	-	-	2.00	1.00	-	-
5 Mr. Ameet Pratapsinh Hariani	-	-	-	-	-	-	0.40	-	-	-

Note

- The compensation excludes gratuity and compensated absences which cannot be separately identified from the composite amount advised by the actuary.

46. Lease arrangements

A. The Company as lessor:

Leasing arrangement

The Company has entered into operating lease arrangements for lease of factory land and building for a term of less than 1 year. Details relating to these assets and undiscounted future lease rentals receivable are as follows:

₹ In Million

Particulars	31-Mar-25	31-Mar-24 (Restated)
Gross carrying amount of assets leased	133.70	134.99
Accumulated depreciation	(24.56)	(18.88)
	109.14	116.11
Undiscounted future lease income:		
Not later than one year	-	-
Later than one year but not later than 5 years	-	-
Later than 5 years	-	-
Total	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

47. Earnings per share

Particulars	₹ In Million	
	For the year ended 31-Mar-25	For the year ended 31-Mar-24 (Restated)
Profit attributable to the equity holders of the Company		
-Continuing Operations	591.56	(242.75)
-Discontinued Operations	28,270.55	688.25
Total profit	28,862.11	445.50
Weighted average number of equity shares used for computation of basic earnings per share	92,011,241	91,001,818
Add : Effect of potentially dilutive equity shares - Employee stock option	10,112	124,741
Weighted average number of equity shares used for computation of diluted earnings per share	92,021,353	91,126,559
Earnings per share		
- Continuing Operations		
Basic (₹)	6.43	(2.67)
Diluted (₹)	6.43	(2.67)
- Discontinued Operations		
Basic (₹)	307.25	7.56
Diluted (₹)	307.22	7.55
- Continuing & Discontinued Operations		
Basic (₹)	313.68	4.90
Diluted (₹)	313.65	4.89

48. Financial instruments

48.1 Categories of financial instruments

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Financial assets:		
Measured at amortised cost		
(a) Investments	65.17	65.17
(b) Cash and bank balances	400.39	1,195.29
(c) Loans	100.50	82.46
(d) Security deposits	189.24	175.34
(e) Trade receivables	14,529.31	15,650.35
(f) Other financial assets	412.58	500.84
Measured at FVTOCI		
(a) Derivative asset	109.14	42.62
Measured at FVTPL		
(a) Derivative asset	-	18.78
Financial liabilities:		
Measured at FVTOCI		
(a) Derivative liability	53.58	10.59
Measured at amortised cost		
(a) Borrowings	11,562.52	16,321.09
(b) Lease liabilities	459.70	556.15
(c) Security deposit	7.20	7.20
(d) Trade payables	4,848.51	5,437.59
(e) Other financial liabilities	501.01	558.60

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.1 Categories of financial instruments (contd)

Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consist of the following three levels:

Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 - Inputs other than quoted prices included within 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 assets or liabilities that are not based on observable market data (unobservable inputs).

Fair value of the Company's financial assets and financial liabilities that are measured at fair value on a recurring basis

Some of the Company's financial assets and financial liabilities are measured at fair value at the end of each reporting period. The following table gives information about how the fair values of these financial assets and financial liabilities are determined (in particular, the valuation technique(s) and inputs used).

₹ In Million

Financial assets / financial liabilities	Fair value as at		Fair value hierarchy	Valuation technique(s) and key input(s)
	31-Mar-25	31-Mar-24 (Restated)		
Financial assets:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	109.14	42.62	Level 2	The fair value of forward foreign contracts are determined using spot and forward exchange rates at the balance sheet date.
Foreign currency forward contracts designated as at FVTPL	-	18.78	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.
Financial liabilities:				
Foreign currency forward contracts designated in hedge accounting relationships (FVTOCI)	53.58	10.59	Level 2	The fair value of forward foreign contracts are determined using forward exchange rates at the balance sheet date.
Cash settled share based payments (FVTPL)	-	-	Level 1	The fair value of cash settled share based payments is determined using underlying value of the equity shares of the company.

48.2 Fair value of financial assets and financial liabilities that are not measured at fair value (but fair value disclosures are required)

The Company considers that the carrying amounts of financial assets and financial liabilities recognised in the financial statements at amortized cost will reasonably approximate their fair values.

48.3 Financial risk management

The Company's activities expose it to a variety of financial risks: market risk, credit risk and liquidity risk. The Company's primary focus is to foresee the unpredictability of financial markets and seek to minimize potential adverse effects on its financial performance. The primary market risk to the Company is foreign exchange risk. The Company uses derivatives financial instruments to mitigate foreign exchange related risk exposures. All derivative activities for risk management purposes are carried out by teams that have the appropriate skills, experience and supervision. It is the Company's policy that no trading in derivatives for speculative purposes maybe undertaken. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below:

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.3 Financial risk management (contd)

Foreign currency risk management

The Company is exposed to foreign exchange risk due to:

- debt availed in foreign currency
- net investments in subsidiaries and joint ventures that are in foreign currencies
- exposure arising from transactions relating to purchases, revenues, expenses, etc., to be settled (within and outside the group) in currencies other than the functional currency (i.e Indian rupees)

Exchange rate exposures are managed within approved policy parameters by utilising forward foreign exchange contracts.

48.3.1 Forward foreign exchange contracts

It is the policy of the Company to enter into forward foreign exchange contracts to cover the risk associated with anticipated sales transactions out to 6 months within 50% to 70% of the exposure generated.

The following table details the forward foreign currency contracts outstanding at the end of the reporting period:

Contracts not designated in a cash flow hedge

Outstanding contracts	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
As at March 31, 2025				
Sell EUR				
Less than 3 months	-	-	-	-
3 to 6 months	-	-	-	-
6 to 12 months	-	-	-	-
Total			-	-
As at March 31, 2024 (Restated)				
Sell EUR				
Less than 3 months	95.00	3.00	284.99	299.08
3 to 6 months	95.49	1.00	95.49	100.19
6 to 12 months	-	-	-	-
Total			380.48	399.27

Contracts designated in a cash flow hedge

Outstanding contracts	Underlying Exposure	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
As at March 31, 2025					
Sell USD					
Less than 3 months	Forecast sales	85.74	13.00	1,113.96	1,111.78
3 to 6 months		86.06	15.00	1,289.66	1,284.87
6 to 12 months		86.30	29.00	2,499.00	2,477.66
More than 12 months		87.98	30.50	2,680.64	2,674.71
Sell AUD					
Less than 3 months	Forecast sales	58.81	6.00	352.89	380.98
3 to 6 months		59.14	6.00	354.83	382.42
6 to 12 months		59.42	6.00	356.51	383.51
More than 12 months		-	-	-	-
Sell EUR					
Less than 3 months	Forecast sales	-	-	-	-
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
More than 12 months		99.89	8.00	799.08	818.61

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.3.1 Forward foreign exchange contracts (contd)

Outstanding contracts	Underlying Exposure	Average forward rate (in ₹)	Foreign currency (In million)	Nominal amounts (₹ In million)	Fair value assets/ (liabilities) (₹ In million)
Sell GBP					
Less than 3 months	Forecast sales	107.94	4.00	431.76	419.35
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				9,878.33	9,933.89
As at March 31, 2024 (Restated)					
Sell USD					
Less than 3 months	Forecast sales	-	-	-	-
3 to 6 months		84.56	2.00	169.11	170.30
6 to 12 months		85.07	16.00	1,360.75	1,370.05
More than 12 months		85.97	51.00	4,382.51	4,386.61
Sell EUR					
Less than 3 months	Forecast sales	94.02	3.00	282.05	293.23
3 to 6 months		94.51	1.00	94.51	98.25
6 to 12 months		-	-	-	-
Sell GBP					
Less than 3 months	Forecast sales	105.94	3.80	402.46	404.98
3 to 6 months		-	-	-	-
6 to 12 months		-	-	-	-
Total				6,691.39	6,723.42

The line-items in the balance sheet that include the above hedging instruments are - Non current financial assets (Refer note 10(i)), Other current financial assets (Refer note 10(ii)), Other non-current financial liabilities (Refer note 21(i)) & Other current financial liabilities (Refer note 21(ii))

The details of unhedged foreign currency exposure are as follows:

Receivable/(payable) / cash and bank/ (borrowings)	31-Mar-25		31-Mar-2024 (Restated)	
	in foreign currency	in ₹	in foreign currency	in ₹
AUD	48.91	2,610.44	45.38	2,466.54
USD	67.36	5,754.70	87.67	7,305.44
GBP	(2.89)	(319.29)	4.26	447.62
EUR	(7.73)	(716.32)	(2.87)	(261.92)
CAD	1.04	61.59	1.51	93.11
SGD	0.11	7.29	0.12	7.62
AED	0.00	0.07	-	0.01
CNY	0.00	0.03	-	0.01
LKR	0.02	0.00	0.02	-
NZD	(0.00)	(0.13)	(0.01)	(0.36)
SEK	(0.01)	(0.07)	(0.01)	(0.06)
ZAR	0.00	0.01	-	0.01
CHF	0.00	0.20	-	0.09
XOF	0.02	0.00	-	-
JPY	0.01	0.00	-	-

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.3.2 Foreign currency sensitivity analysis

Financial instruments affected by changes in foreign exchange rates include loans in foreign currencies and receivables/payables from/to subsidiaries and joint ventures. The Company considers US Dollar, Australian Dollar and the Euro to be principal currencies which require monitoring and risk mitigation. The Company is exposed to volatility in other currencies including the Great Britain Pounds (GBP), United States Dollar (USD), Euro (EUR), Canadian Dollar (CAD), Singapore Dollar (SGD) and the Australian Dollar (AUD). The impact on account of 5% appreciation / depreciation in the exchange rate of the above foreign currencies against ₹ is given below:

Particulars	Increase / (decrease) in equity		Increase / (decrease) in profit	
	31-Mar-25	31-Mar-24 (Restated)	31-Mar-25	31-Mar-24 (Restated)
Appreciation in the USD	186.08	212.09	187.19	211.61
Depreciation in the USD	(186.08)	(212.09)	(187.19)	(211.61)
Appreciation in the EUR	(22.67)	(7.97)	(23.30)	(8.45)
Depreciation in the EUR	22.67	7.97	23.30	8.45
Appreciation in the AUD	87.60	80.23	84.91	80.23
Depreciation in the AUD	(87.60)	(80.23)	(84.91)	(80.23)
Appreciation in the CAD	2.00	3.03	2.00	3.03
Depreciation in the CAD	(2.00)	(3.03)	(2.00)	(3.03)
Appreciation in the GBP	(10.79)	14.64	(10.39)	14.56
Depreciation in the GBP	10.79	(14.64)	10.39	(14.56)
Appreciation in the SGD	0.24	0.25	0.24	0.25
Depreciation in the SGD	(0.24)	(0.25)	(0.24)	(0.25)

The impact on profit has been arrived at by applying the effects of appreciation / depreciation effects of currency on the net position (Assets in foreign currency - Liabilities in foreign currency) in the respective currencies.

For the purposes of the above table, it is assumed that the carrying value of the financial assets and liabilities as at the end of the respective financial years remains constant thereafter. The exchange rate considered for the sensitivity analysis is the exchange rate prevalent as at each year end.

The sensitivity analysis might not be representative of inherent foreign exchange risk due to the fact that the foreign exposure at the end of the reporting period might not reflect the exposure during the year.

48.4 Interest rate risk management

Interest rate risk arises from borrowings. Debt issued at variable rates exposes the Company to cash flow risk. Debt issued at fixed rate exposes the Company to fair value risk.

48.4.1 Interest rate sensitivity analysis

Financial instruments affected by interest rate changes include secured long term loans from banks and secured long term loans from others. The impact of a 1% change in interest rates on the profit of an annual period will be ₹ 115.63 Million (March 31, 2024: 159.6 Million) assuming the loans at each year end remain constant during the respective years. This computation does not involve a revaluation of the fair value of loans as a consequence of changes in interest rates. The computation also assumes that an increase in interest rates on floating rate liabilities will not necessarily involve an increase in interest rates on floating rate financial assets.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.5 Credit risk management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. Credit risk to the company primarily arises from trade receivables. Credit risk also arises from cash and cash equivalents, financial instruments and deposits with banks and financial institutions and other financial assets.

Credit risk is controlled by analysing the credit limits and credit worthiness of customers on a continuous basis to whom credit has been given after obtaining necessary approvals.

The Company is not significantly exposed to geographical credit risk as the counterparties operate across various countries across the globe.

Credit risk on cash and cash equivalent and derivatives is limited as the Company generally transacts with banks and financial institutions with high credit ratings assigned by international and domestic credit rating agencies.

In determining the allowance for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and rates as given in the provision matrix. The Provision matrix at the end of reporting period as follows:

₹ In Million		
Ageing of Receivable	Gross carrying amount as at 31-Mar-25	Allowance for credit loss as at 31-Mar-25
Not Due	9,612.28	8.65
Less than 180 Days	1,893.90	11.55
180-360 Days	1,191.98	5.70
360-540 Days	716.54	8.71
540-720 Days	462.05	22.03
Over 720 Days	833.68	124.48
Total	14,710.43	181.12

₹ In Million		
Ageing of Receivable	Gross carrying amount as at 31-Mar-24 (Restated)	Allowance for credit loss as at 31-Mar-24 (Restated)
Not Due	9,131.31	21.12
Less than 180 Days	3,840.21	56.96
180-360 Days	915.59	60.48
360-540 Days	923.57	13.44
540-720 Days	151.32	67.82
Over 720 Days	973.41	65.24
Total	15,935.41	285.06

Movement in expected credit loss allowance

₹ In Million		
Particulars	31-Mar-25	31-Mar-24 (Restated)
Balance at the beginning of the year	285.06	279.18
Written back during the year	(61.66)	(100.14)
Movement on account of demerger (refer note 38)	(30.55)	-
Movement in expected credit loss allowance on trade receivables calculated at lifetime expected credit losses	(11.73)	106.02
Total	181.12	285.06

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

48.6 Liquidity risk management

Ultimate responsibility for liquidity risk management rests with the Board of directors, which has established an appropriate liquidity risk management framework for the management of the Company's short-term, medium-term and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual short term and long term cash flows, and by matching the maturity profiles of financial assets and liabilities. A portion of the company's surplus cash is retained as investments in liquid mutual funds or fixed deposits to fund short term requirements.

48.6.1 Liquidity analysis for non-derivative liabilities

The table below summarises the maturity profile of the Company's financial liabilities at the reporting date. The amounts are based on undiscounted contractual financial liabilities.

Financial liabilities	Due within (years)						₹ In Million	
	1	1 to 2	2 to 3	3 to 4	4 to 5	beyond 5	Total	Carrying amount
Bank and other borrowings								
- As on March 31, 2025	10,259.74	437.22	393.25	292.24	193.91	-	11,576.36	11,562.52
- As on March 31, 2024 (Restated)	14,302.30	1,052.83	710.18	244.53	49.80	-	16,359.64	16,321.09
Interest accrued but not due on borrowings								
- As on March 31, 2025	25.98	-	-	-	-	-	25.98	25.98
- As on March 31, 2024 (Restated)	61.51	-	-	-	-	-	61.51	61.51
Lease liabilities								
- As on March 31, 2025	47.69	48.37	45.08	47.73	48.22	80.28	317.37	459.70
- As on March 31, 2024 (Restated)	170.21	179.70	168.56	39.82	42.21	125.02	725.52	556.15
Trade and other payable not in borrowings								
- As on March 31, 2025	5,356.72	-	-	-	-	-	5,356.72	5,356.72
- As on March 31, 2024 (Restated)	6,003.39	-	-	-	-	-	6,003.39	6,003.39

48.6.2 Liquidity analysis for derivative financial instruments-

The following table details the Company's liquidity analysis for its derivative financial instruments. The table has been drawn up based on the undiscounted contractual net cash inflows and outflows on derivative instruments that settle on a net basis. Outflows are represented in brackets in table below:

Particulars	₹ In Million					
	Total	less than 3 months	3 to 6 months	6 months to 1 year	1-5 years	5+ years
March 31, 2025						
- foreign exchange forward contracts, net	55.56	13.49	22.80	5.66	13.61	-
Total	55.56	13.49	22.80	5.66	13.61	-
March 31, 2024 (Restated)						
- foreign exchange forward contracts, net	50.81	27.79	9.62	9.30	4.10	-
Total	50.81	27.79	9.62	9.30	4.10	-

49. Capital management

The Company manages its capital to ensure that entities in the Group will be able to continue as going concerns while maximising the return to stakeholders through the optimisation of the debt and equity balance. The capital structure of the Company consists of net debt (borrowings as detailed in note 20 offset by cash and bank balances) and total equity.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

49. Capital management (contd)

The Company reviews the capital structure on a quarterly basis to ensure that it is in compliance with the required covenants. As of the date of the issue of financial results, the management of the Company have substantially met all the financial covenants. The Company has a target gearing ratio of 1:1 determined as the proportion of net debt to total equity. The gearing ratio at March 31, 2025 is 0.31

The Company is not subject to any externally imposed capital requirements.

49.1 Gearing ratio

The gearing ratio at end of the reporting period was as follows.

Particulars	₹ In Million	
	31-Mar-25	31-Mar-24 (Restated)
Non-current borrowings	1,273.72	2,023.21
Current maturities of non-current borrowings	769.49	1,455.08
Current borrowings- working capital loans	9,519.31	12,842.80
Total Debt	11,562.52	16,321.09
Less:		
Investment in Equity	42.43	42.43
Cash and cash equivalents	63.28	927.51
Balances in deposit accounts (Refer note 17)	165.60	156.66
Balance held as margin money against working capital facilities with banks	43.89	40.98
Fixed deposit with bank - non current (Refer note 10(i))	11.28	5.77
Balance held as margin money against long term borrowings with others	84.12	38.54
Cash and cash equivalents and other bank balances	410.60	1,211.89
Adjusted net debt (A)	11,151.92	15,109.20
Total Equity (B)	31,927.35	35,276.04
Net debt to equity ratio (A/B)	0.35	0.43

(i) Debt is defined as Non current borrowings and current borrowings.

50. Additional Regulatory Information

50.1. Title deeds of Immovable Properties not held in the name of the Company

Particulars	Description of item of property	Gross carrying value (₹ In Million)	Title deeds held in the name of:	Whether title deed holder is a promoter, director of relative/director or employee of promoter/director	Property held since when date	Reason for not being held in the name of the company
Property, plant and equipment	Building	3.55	Arun Kumar	Yes	Tuesday, May 9, 1995	The apartment is inside a housing cooperative society. The Company is yet to transfer the title deeds of such properties in its name.
Property, plant and equipment	Freehold Land	0.81	Grandix Pharmaceuticals Limited	No	Thursday, December 31, 2009	The property is in the name of the erstwhile Company which was merged with the Company under Section 391 to 394 of the Companies Act 1956 in terms of the approval of the Honourable High Courts of judicature. The Company is yet to transfer the title deed of such property in its name.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

50.2. Operating Ratios

₹ In Million					
Ratios	Numerator	Denominator	31-Mar-25	31-Mar-24 (Restated)	% of variance
Current ratio (in times)	Total current assets	Total current liabilities - Current Maturities of long term borrowings	1.38	1.24	11%
Debt-equity ratio (in times)	Debt = Non current borrowings + Current borrowings	Total equity = Shareholder's Equity	0.36	0.46	-22%
Debt service coverage ratio (in times)	Earning for Debt Service = Net Profit after taxes + Depreciation and amortisation + Finance cost	Debt service = Interest and lease payments + Principal repayments	1.00	1.19	-16%
Return on equity ratio (in %)	Profit for the year	Average total equity	1.8%	1.4%	22%
Inventory turnover ratio	Cost of Goods Sold	Average inventory	2.33	2.26	3%
Trade receivables turnover ratio (in times)	Revenue from operations	Average trade receivables	1.42	1.53	-7%
Trade payables turnover ratio (in times)	Purchases + Other expenses	Average trade payable	2.96	2.61	13%
Net capital turnover ratio (in times) ¹	Revenue from operations	Average working capital (i.e. Total current assets less Total current liabilities) (excluding current maturities of long term borrowing)	3.61	4.80	-25%
Net profit ratio (in %) ²	Profit for the year	Total income	3%	2%	25%
Return on Capital employed (in %)	Profit before tax and finance costs	Capital employed = Net worth + Total Debt - Deferred tax assets	5%	4%	21%
Return on investment (in %)	Realised and unrealised gain	Average investment during the year	0%	0%	0%

1. Increase in working capital leading to decrease in the ratio
2. Increase in profits after tax leading to increase in the ratio

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

51. Other Statutory Information

- (a) The Company does not have any Benami property, where any proceeding has been initiated or pending against the Company for holding any Benami property.
- (b) The following table summarises the transactions with the companies struck off under section 248 of the Companies Act, 2013 or section 560 of Companies Act, 1956 for the year ended / as at March 31, 2025:

₹ In Million

S. No.	Name of the struck off company	Nature of transaction	Balance outstanding as at current period*	Relationship with the struck off company	Balance outstanding as at previous period*	Relationship with the struck off company
1	Arvind Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
2	B.R. Agencies Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
3	Canny Securities Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
4	Fairtrade Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
5	Pramika Consulting Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
6	Salasar Securities Pvt. Ltd.	Shares held by struck off company	-	Shareholder	-	Shareholder
7	Shyam Computers Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
8	Trichem Holdings Limited	Shares held by struck off company	0.02	Shareholder	0.03	Shareholder
9	Vidhan Marketing Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
10	Unicon Fincap Private Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
11	Arihants Securities Limited	Shares held by struck off company	-	Shareholder	-	Shareholder
12	Advanced Micro Devices Pvt Ltd	Payables	0.32	Third Party	0.92	Third Party

* value less than a million/ no outstanding balance at end of year

- (c) The Company does not have any charges or satisfaction which is yet to be registered with ROC beyond the statutory period (excluding the charge of satisfaction with respect to one of the borrower of ₹ 2,500 million, as the Company is awaiting for no due certificate from the lender)

Disclosure of charge registered beyond statutory period:

S. No.	Description	Location of Registrar	No. of days delay	Reason for delay
1	Relates to modification of charge against working capital loan	ROC Mumbai	4	Delay in filing

- (d) The Company has not traded or invested in Crypto currency or Virtual Currency during the financial year.
- (e) 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:
- 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 to or on behalf of the Ultimate Beneficiaries.

Notes forming part of the Standalone Financial Statements

for the year ended March 31, 2025

51. Other Statutory Information (contd)

- (f) 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 Company shall:
- (i) directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever by or on behalf of the Funding Party (Ultimate Beneficiaries) or
 - (ii) provide any guarantee, security or the like on behalf of the Ultimate Beneficiaries,
- (g) The Company has not done any such transaction which is not recorded in the books of accounts that has been surrendered or disclosed as income during the year in the tax assessments under the Income Tax Act, 1961 (such as, search or survey or any other relevant provisions of the Income Tax Act, 1961.
- (h) The Company has complied with the number of layers prescribed under the Companies Act, 2013.
- (i) The Company has not revalued its property, plant and equipment (including right-of-use assets) or intangible assets or both during the current or previous year.
- (j) The Company has borrowings from banks and financial institutions on the basis of security of current assets. The quarterly returns or statements of current assets filed by the Company with banks and financial institutions are in agreement with the books of accounts.
- (k) The Company have not been declared as wilful defaulter by any bank or financial institution or government or any government authority.

52. The detailed transfer pricing regulations ('regulations') for computing the income from "domestic transactions" with specified parties and international transactions between 'associated enterprises' on an 'arm's length' basis is applicable to the Company. These regulations, inter alia, also require the maintenance of prescribed documents and information including furnishing a report from an Accountant which is to be filed with the Income tax authorities.

The Company has undertaken necessary steps to comply with the transfer pricing regulations. The Management is of the opinion that the transactions with associated enterprises and domestic transactions are at arm's length, and hence the aforesaid legislation will not have any material impact on the financial statements, particularly on the amount of tax expense and that of provision for taxation.

53. During the year ended March 31, 2025, the Company has made provision, as required under the applicable law or accounting standards, for material foreseeable losses on long-term contracts including derivative contracts (refer note 10 & 21).
54. The Board of Directors have proposed a final dividend of ₹ 4 per share which shall result in cash outflow of ₹ 369 millions (approx). The proposed dividend is subject to the approval of the shareholders in the Annual General Meeting.

The accompanying notes are an integral part of the standalone financial statements

As per our report of even date attached

for **B S R & Co. LLP**
Chartered Accountants
Firm Registration Number:
101248W/ W-100022

**for and on behalf of Board of Directors of
Strides Pharma Science Limited**

Arun Kumar
Non-Executive Director & Chairperson
DIN: 00084845

Badree Komandur
Managing Director & Group CEO
DIN: 07803242

G Prakash
Partner
Membership Number: 099696
Bengaluru, May 22, 2025

Manjula R.
Company Secretary
Membership Number: A30515
Bengaluru, May 22, 2025

Vikesh Kumar
Group CFO



Strides Pharma Science Limited

CIN: L24230MH1990PLC057062

REGISTERED OFFICE

Cyber One, Unit No. 902,
Plot No. 4 & 6, Sector 30A,
Vashi, Navi Mumbai - 400 703,
Maharashtra, India.

Tel.: +91 22 2789 2924/3199

Email: corpcomm@strides.com

Website: www.strides.com

CORPORATE OFFICE

'Strides House', Bilekahalli,
Bannerghatta Road,
Bengaluru – 560 076,
Karnataka, India

Tel.: +91 80 6784 0000/0290